

# Richmond Municipality Final Integrated Development Plan - 2013/14 Review





**RICHMOND MUNICIPALITY  
UMASIPALA WASE RICHMOND**

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## INTRODUCTION

The Local Government: Municipal Systems Act 32 of 2000 mandates the Municipal Council to adopt a single, inclusive and strategic plan for the development of the municipality. This Integrated Development Plan (IDP) was developed in terms Section 25 (1) of the Local Government: Municipal Systems Act 32 of 2000.

The South African Government has a planning document called Medium Term Strategic Framework (MTSF) which outlines the five year horizon development priorities for the country. The MTSF base document is meant to guide planning and allocation of resources across all spheres of government. The municipalities are anticipated to align their IDPs with MTSF development priorities. The National Government has adopted its MTSF for 2009 to 2014. The IDPs and allocation of resources by the municipality needs to embrace the priorities embedded in this national government planning document.

The Municipal Council is required to prepare its IDP annually in terms of section 34 (a) and (b) of the Local Government: Municipal Systems Act 32 of 2000. This Integrated Development Plan co-ordination is undertaken in compliance with the above mentioned legislation.

The Integrated Development Plan is further reviewed annually in order to ensure that it is able to inform other components of the Municipal business processes including institutional, financial planning, budgeting and further to add value to an improved Intergovernmental Relations Framework (IGR) the reference document being the MTSF 2009-2014.

The Integrated Development Plan co-ordination is also the culmination of relevant workshops and meetings with various stakeholders and the input received during the public participation process in terms of Ward Committee input, the Mayoral Budget Integrated Development Plan Izimbizo, pertinent Integrated Development Plan Committee and Forum meetings.

In order for the Integrated Development Plan to remain significant to the circumstances prevalent, the Richmond Municipality must assess its performance in attaining its strategic objectives and targets in ensuring that delivery has increased, is financially viable and is sustainable. The Integrated development Plan should therefore be reflective of progress and must also reflect corrective measures to be implemented to address challenges faced in terms of internal and external circumstances that impact on the integrated planning process inclusive of priority issues, objectives, strategies, programmes and projects.

In formulating the Integrated Development Plan cognisance has been taken that the Integrated Development Plan must inform municipal decision-making as well as all business processes of the Municipality inclusive of the financial and institutional planning and most importantly the drafting of the annual budget.

In adhering to the above the adoption of the Integrated Development Plan Process Plan and Budget Process Plan has been done, although they are two distinctive documents but are integrally linked in terms of processes which must be co-ordinated to make certain that the integrated development Plan and budget processes are aligned and which therefore results in their creditability.

ard Councillors were tasked with the convening of Ward Committee meetings in each of the Wards in order to solicit from their constituents, the projects and programmes which they would like included in the Integrated Development Plan Review. In doing this the Municipality is able to move away from officials identifying what they think are suitable projects instead of delivering on the needs of the community.

As outlined in the Richmond Municipality Integrated Development Plan Process Plan for 2013/2014, the Municipality undertook to engage with all relevant role-players and citizens of the Municipality in order to solicit their needs in terms of priority projects for the respective financial year, the Medium Term Expenditure Framework (MTEF) as well as for the next five years horizon. Together with the projects identified, the Management Structure of the Municipality, taking into account the development goals, national and provincial key prioritized projects in accordance with funding available, identified projects and programmes for inclusion in the Integrated Development Plan. Community comments and inputs into the draft Integrated Development Plan 2013/14 was solicited by means of a public notice in the media circulated in the Municipality's area of jurisdiction, as well as by way of Mayoral Izimbizo.

### ***VISION:***

**“Access to quality social infrastructural development and sustainable economic opportunities”**

### ***MISSION***

**To improve the livelihood of its citizens, through innovative mechanisms and dedicated resources, undertakes to deliver services in a sustainable approach.**

# **SECTION A : EXECUTIVE SUMMARY**



## A1: Municipal Profile

Richmond Municipality (KZ227) is one of the category B municipalities and comprises of seven (7) wards. It is located on the southern part of the uMgungundlovu District Municipality (DC22) and is approximately 38 kilometres south of Pietermaritzburg which is the capital of the KwaZulu-Natal Province. It is bordered by Umsunduzi Municipality to the north, Ingwe Municipality to the west, Mkhambathini Municipality to the east and Ubuhlebezwe and Vulamehlo Municipalities to the south. It is approximately 1232 square kilometres in extent with an estimated population of 59 948 and 16440 households; it is the fourth smallest Municipality within the uMgungundlovu District Municipality family of Municipalities.

The majority of the population resides in areas which are predominantly rural and which are characterized by low levels of basic services and facilities and substantial unemployment. The village of Richmond – Ward 1 – is the only urban centre which is recognized as the main economic node due to the services provided and nature of activities which exist in association with the legal services, primary health care, pension pay point, education and welfare office and similar state services. Land uses within this area are typically urban mixed uses with high levels of limited infrastructural and services development and an adequate provision of social facilities and services to support the resident populations.

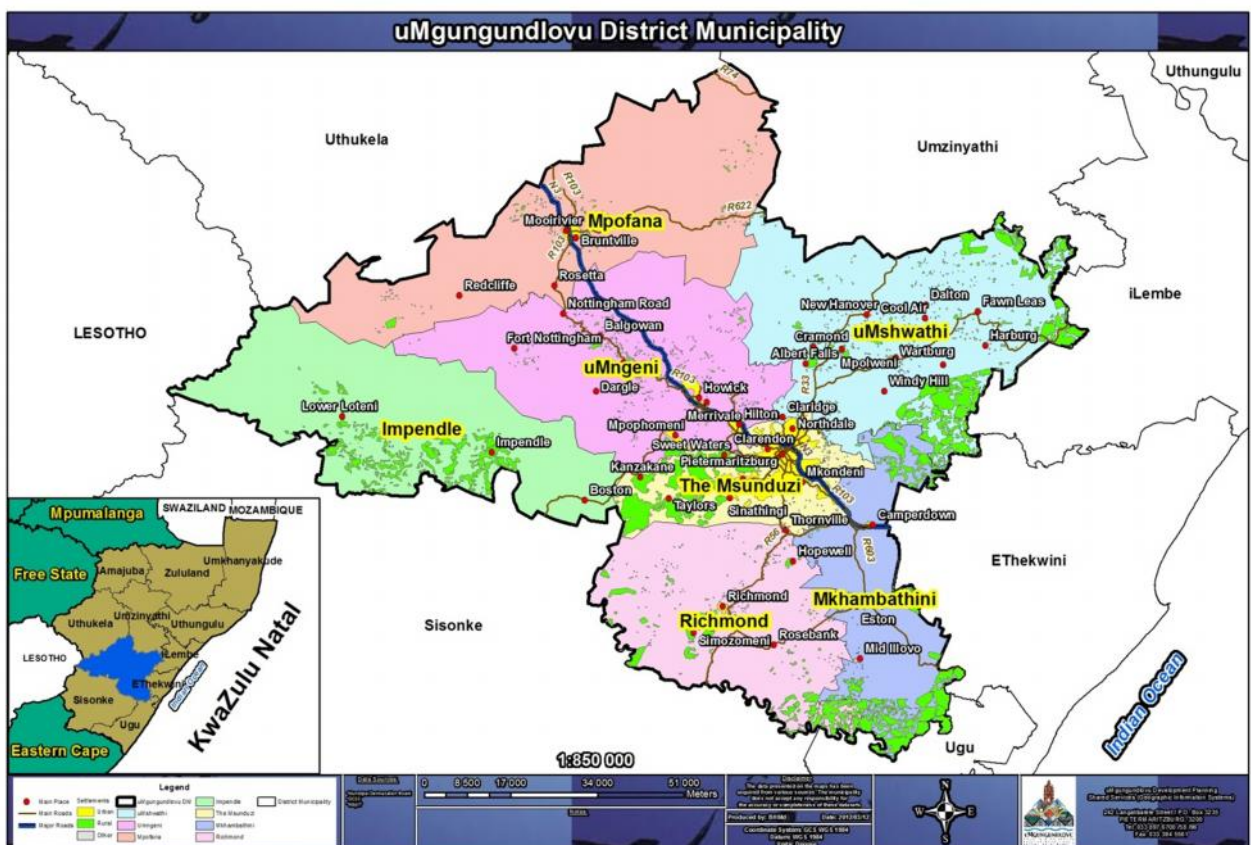


Figure 1: Locality map within District level

Richmond is located on the southern part of the uMgungundlovu District Municipality (DC22) and is approximately 38 kilometres south of Pietermaritzburg which is the capital of the KwaZulu-Natal Province.



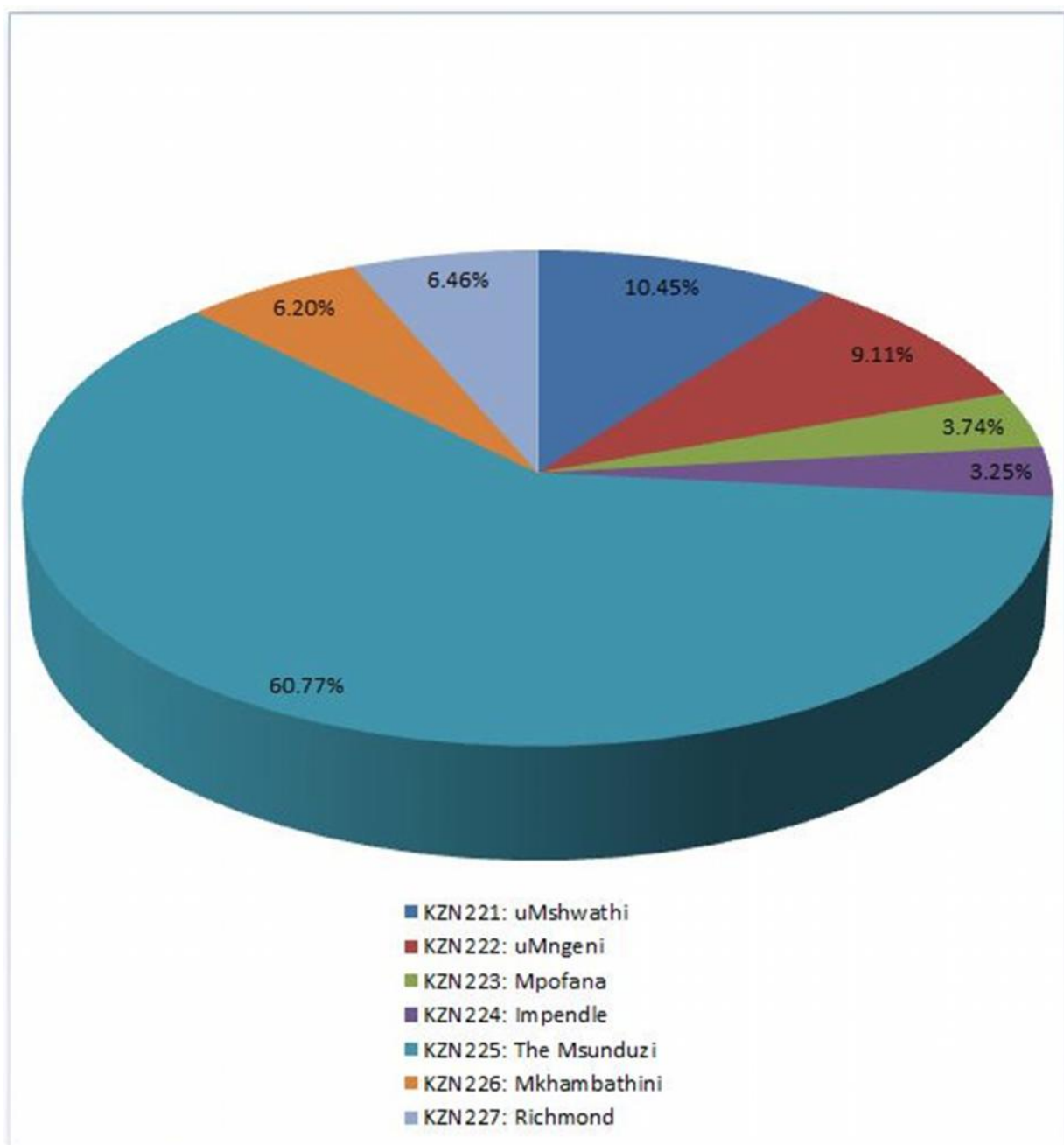
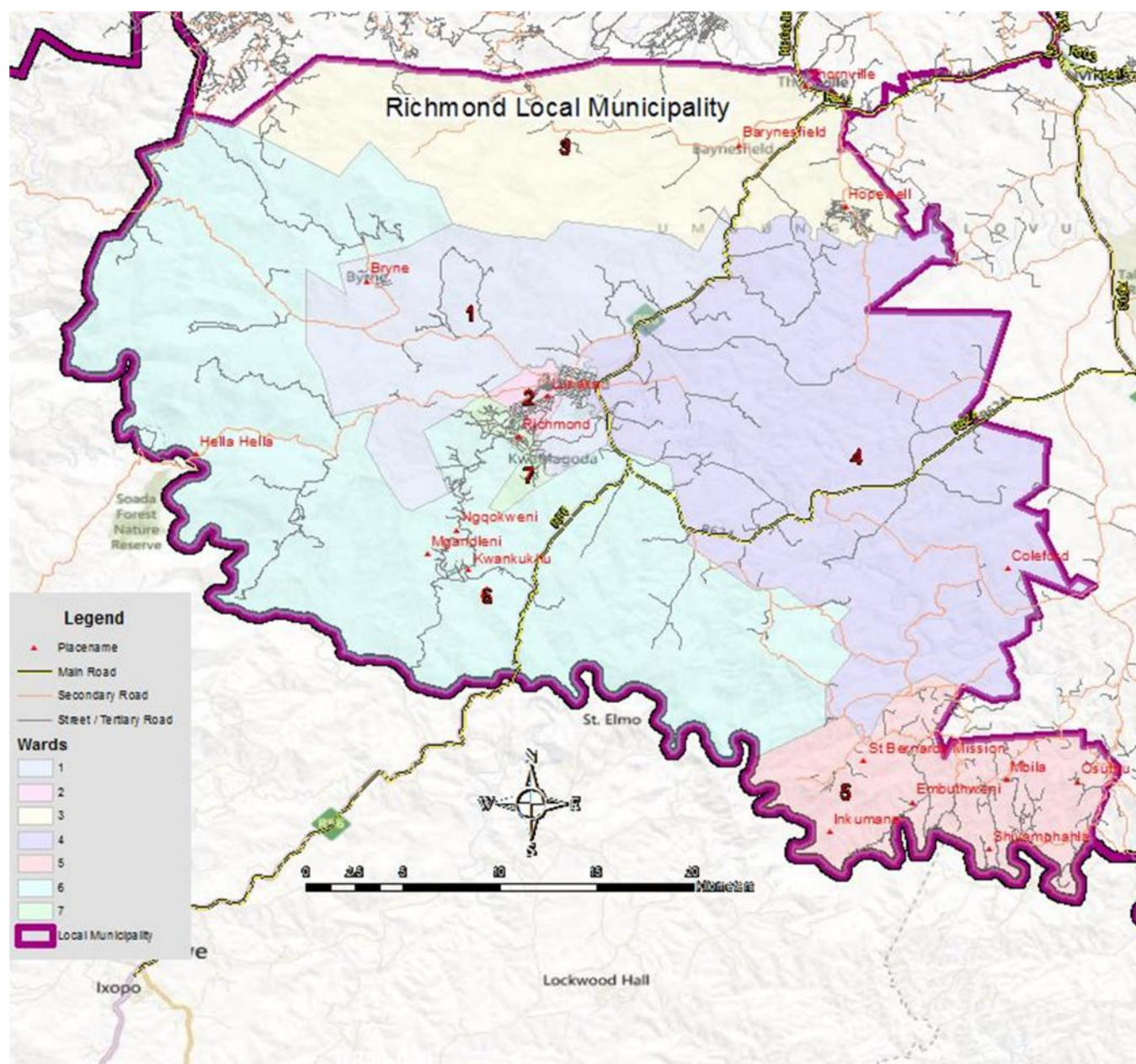


Figure 2: District Population (Census 2011)

The figure above indicates that Msunduzi is the most populated local municipality and that Richmond Municipality has the fourth largest population within the District.

**MAP 1 : Richmond Municipality by Wards (Source uMgungundlovu GIS)**



A large portion of the municipal area is used for agricultural activities, which is also the largest employer of the municipal population. In this way agriculture is the backbone of the Municipality's economy. This suggests that preservation of high quality agricultural land is very important and development should therefore be responsive to the need of preservation.

Richmond's location can be disadvantageous in that the booming economy of the Capital City which has resulted in an exit of skilled and learned persons as well as the relocation of Industry from Richmond to other areas and coupled with various other factors. Richmond has seen an increase in unemployment, an increase in poverty and a decrease in investment. Added to this is the unmistakable absence of municipal resources needed to meet the demand of the ever increasing need for service delivery to the poor, excluded and vulnerable.

In order to achieve success from its advantageous and to counteract its disadvantageous characteristics, Richmond must focus on its strengths and on the opportunities provided in terms of National and Provincial Government in terms of their development goals, apex priorities – reference is, amongst other programmes and projects made to the Medium Term Strategic Framework (MTSF), Provincial Growth and Development Strategy (PGDS), Accelerated and Shared Growth Initiative of South Africa (ASGISA), Joint Initiative on Priority Skills Acquisition (JIPSA), National Spatial Development Framework (NSDF) & Provincial Spatial Economic Development Framework (PSEDF), National Framework for Local Economic Development (NFLED), etc.

The Municipality must also continually strive towards a positive change of mindset and gear towards marketing the constructive attributes in terms of spatial assets (industrial nodes, location in terms of identified corridor development, proximity to N3 and R56), agriculture and agro processing, nature based tourism, specialized manufacturing and farming.

## **A2: Challenges**

The main challenges faced by the Richmond Municipality in this Integrated Development Plan co-ordination relate to economic, infrastructure, socio-economic, spatial and housing issues as well as issues relative to socio facilities and services and sustainable infrastructure. The key issues most likely to have a fundamental effect on the long-term economic viability of the Municipality are:

- Taking advantage of the opportunities presented by Richmond's location along the R56, its close proximity to the N3, Durban (one of the most important harbours in Africa and the location of the Dube Trade Port) and the close proximity to Pietermaritzburg – the capital of KZN
- Optimizing on the opportunities presented by the N3 corridor development from eThekweni – Msunduzi – uMngeni Corridor
- In ensuring that the backlog in the provision of basic services such as water, sanitation, electricity and housing, especially in the rural areas is addressed
- Attracting economic and investment opportunities to the urban area and to extend it to other areas of the Municipality to ensure economic sustainability

- Management of various risks, inclusive of investor, environment, agricultural, etc
- Limited availability of bulk electricity and water
- Unequal distribution of social facilities
- HIV-Aids and its impact on the demographics
- Dilapidated infrastructure that requires upgrading

Although limited progress has been made in terms of economic growth, infrastructure development and basic service provision, the impact on job creation and poverty alleviation has been minimal.

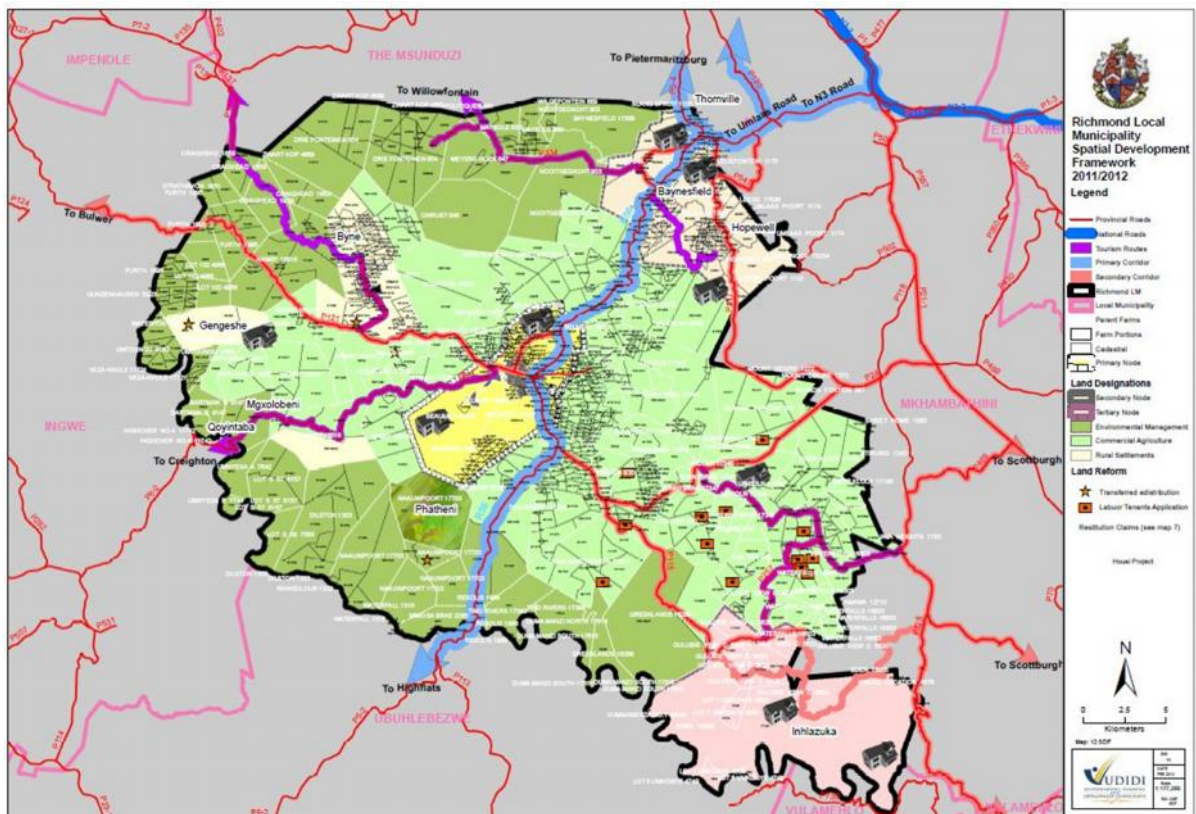
### **A3: Opportunities**

The Richmond Municipality is bordered by and is located in close proximity to economically viable municipalities such as the Msunduzi Municipality and eThekweni Municipality. Further to this, the following aspects can be tapped into to create its own niche market:

- Close proximity to development corridor's such as Provincial Corridor 2 N3 Corridor (eThekweni – Msunduzi – uMngeni) and the secondary corridor of Kokstad – UMzimkhulu – Msunduzi
- Potential to capitalize on targeted spill over from initiatives planned for Msunduzi Municipality and Durban such as the Dube Trade Port
- Tourism potential in terms of the Bhambatha Trail, Umkomaas River, Byrne (Byrne Settlers), etc
- Agricultural attributes in terms of soil types, climate diversity and rainfall



## A4: Strategies for Improvement



The Richmond Municipality seeks to improve the lives of its residents by developing strategic plans (Strategies) to address the challenges faced and to maximize output on the opportunities to create positive spin offs. The strategies will be developed in line with the National Development Plan (NDP), National Government MTSF and Provincial PGDS objectives. The following strategic local economic development thrusts and development initiatives must be taken into consideration in development of the strategies:

- Promoting development and investment that contributes to the regeneration of the economic hub as well as the development of the identified precinct (Thornville area)
- Provide for sufficient, affordable, reliable infrastructure services as well as the creation of an environment for the successful provision of basic services
- Introducing incentives that attract development initiatives as well as the successful introduction of the Municipal Property Rates Act coupled with appropriate and applicable rebates
- Developing a skills database of the Municipality and procurement procedures in accordance with EPWP and AsgiSa principles
- Establishing and promoting SMME's and establishing co-operatives to maximize economic opportunities in the agricultural sector (timber and cane)

- Ensuring the regular maintenance and upgrade of existing infrastructure
- Promoting cultural community and integrated tourism development

### **A5: Measuring Performances**

A Performance Management Policy has been adopted by council and incorporates an Organisational Score Card and is being implemented across all levels of human capital for the municipality. Performance Contracts and Agreements for Section 57 employees, Work Plans for all other employees as well as a Performance Plan/Scorecard in terms of a Service Delivery and Budget Implementation Plan (SDBIP) are signed.

The Organisational Scorecard is in place and the following accomplishments can be recorded:

- A developed SDBIP catering for the inclusion of activities and deliverables with associated milestones and as close as possible realistic targets
- The formulation, extension and review of Municipal Policies and Procedures
- Municipal Bylaws have been reviewed, translated and promulgated in the Provincial Government Gazette.

### **A.6 Introduction to and Process of the IDP:**

The document represents the Integrated Development Plan Processes for co-ordinating the 2013/2014 IDP and also informs the 2013/2014 budget processes as prepared by the Richmond Municipality (KwaZulu-Natal) after following the processes as contained in its adopted Integrated Development Plan Process Plan for 2013/2014. In developing the Integrated Development Plan 2013/2014, the Richmond Municipality was obliged to take cognizance of and was responsive to the various pieces of legislation, its Environment, Sector Department Plans, the State of the Nation Address, State of the Province Address, Development Goals as contained in various programmes and strategies of National and Provincial Government, the needs of the community, the current Socio and Economic trends

The Richmond Municipality – in co-ordinating its Integrated Development Plan – has also taken cognizance of the fact that a truly successful Integrated Development Plan is a plan which is owned by its citizens who hold some responsibility for the information, programmes and projects as contained in the Integrated Development Plan document and further that the Integrated Development Plan, although reviewed annually needs to be implemented daily with long term development strategies and goals always remaining in the fore to ensure that constant growth is enhanced and strengthened thereby continually ensuring a social and economically viable and sustainable municipality.



#### **A7: IDP Process Plan – Public Participation**

The Richmond Municipality council adopted the final IDP process plan for the financial year 2013/2014 on the 30 September 2012. Section 34 of the Municipal Systems Act (Act 32 of 2000) requires a municipality to review its Integrated Development Plan annually, taking into account the following: Comments received from the MEC for Co-operative Government and Traditional Affairs (CoGTA), and the Multi-sectoral Provincial IDP Forum. New Provincial IDP Guidelines released in February 2013 by CoGTA Issues identified through self-assessment. Integration of new information, including changes in priorities, key issues and development patterns. Integration of sectoral plans. This process plan is a guide for the compilation of the Integrated Development Plan (IDP), it involves workshops, forum meetings and public participation meetings.

<b>ALIGNED PROCESSES</b>	<b>ACTIVITIES AND MILESTONES</b>	<b>TARGET DATES</b>	<b>RESPONSIBILITY</b>	<b>OUTPUTS</b>
	<b>Milestone 1 (IDP Preparation phase): Submission of 2012/2013 IDP Framework and Process Plans to DCOGTA</b>	<b>31 July 2012</b>	<b>All Municipalities DCOGTA</b>	<b>Submitted Framework and Process plans</b>
IDP	Meeting with Local Municipalities/Planning sub cluster on IDP	05 July 2012 (achieved)	All municipality	Attendance register and minutes
IDP- BUDGET- OPMS	Prepare 2013/2014 IDP / Budget /OPMS Process Plans	5 – 27 July 2012	All municipalities	Drafts FP-PPs completed
IDP	Provincial Planners Forum	CoGTA to confirm date	All municipalities	Attendance & minutes
IDP	Circulate the draft framework plan internally for preliminary comments and inputs	16 – 20 July 2012	District municipality-IDP office	Circulated draft
IDP	Submit Draft Framework/Process Plans to COGTA	31 July 2012	All municipalities	Letter of acknowledge
OPMS	<b>Signed S57 Manager's Performance Agreements – S53 MFMA and S57 MSA</b>	31 July 2012		
	<b>Milestone 2 : IDP Phase 1 Analysis /Status Quo analysis</b>	<b>28 September 2012</b>	<b>All municipalities</b>	<b>Status quo analysis reports</b>

IDP	➤ MEC Panel assesses submitted 2012/ 2013-2016/2017 IDPs	31 August 2012	MEC Panel	Results of the assessment and response
IDP	➤ Planning Indaba/MEC Panel feedback	21 September 2012	COGTA, Sector Departments, Municipal representatives	Final IDP assessment results
IDP	Meeting with Local Municipalities/Planning sub cluster on IDP	20 September 2012	All municipalities and Department of Social Development-Population Unit	Draft status quo reports and data alignment
IDP	Collect data to review Status Quo of the Municipality	01 August 2012	All municipalities	Verified data
OPMS	Draft 2011 / 2012 Annual Performance Report – S46 MSA	31 August 2012	MM / PMS Manager	
IDP- INCORPORATING BUDGET AND OPMS	Submission of Draft Process Plan /FP to all relevant Council Committees	1-30 August 2012	All municipalities	Final drafts submitted
BUDGET	2012 / 2013 First Quarter Budget Review	12 October 2012	Finance	Budget review report
IDP	Advertise Process Plans	01 – 21 September 2012	District municipality/all municipalities	Copies of adverts
IDP	Consult Private Sector, Sector Departments, Parastatals, NGOs etc. on status quo of the district-one-on-one and Ward-based engagements	August – September 2012	All municipalities	Schedule of consultations
IDP	Status Quo Report to District Coordinating	13 September 2012	District Municipality	

	Committee (MM's Forum)			
IDP	Status Quo Report to District Mayors Forum	14 September 2012	District Municipality	
IDP	Status Quo Report to Exco /Council	20 September 2012	District Municipality/all	
	<b>Milestone 3 Phase 2 &amp;3 of the IDP: Review Strategies &amp; projects</b>	<b>30 November 2012</b>	<b>All municipalities</b>	<b>Reviewed strategies report</b>
IDP	Review municipal strategies	1 – 15 November 2012	All municipalities	Report on reviewed strategies
IDP-OPMS- BUDGET	Develop the measurable objectives for the next financial year and include the required budget for achieving those objectives	06 November 2012	Internal Departments	Reports /inputs in required format
OPMS	Internal Audit Reports on performance information must be submitted to the MM and Performance Audit Committee – S45 MSA and Reg 14 PPMR	Quarterly	MM / Internal Audit / PAC	
IDP- INCORPOR ATING BUDGET AND OPMS	Review sector plans and policies	1 – 15 November 2012	All municipalities	Updated table indicating reviewed strategies
IDP	Meeting with local municipalities to discuss strategies reports	09 November 2012	All municipalities	Alignment of strategies report

	/sub cluster			
IDP	Consult Private Sector, Sector Departments, Parastatals, NGOs etc. on strategies and priorities of the district- a <b>Representative Forum</b>	16 – 30 November 2012	District municipality (joint engagement of all municipalities, registered stakeholders and service providers)	Aligned Programmes reports
IDP	Strategies Report to District MMs Forum and relevant Committees	11 October 2012	District Municipality	Item: submission of the reviewed strategies report
IDP	Strategies Report to District Mayors Forum	16 November 2013	District Municipality	Item: submission of the reviewed strategies report with MMs recommendations
IDP	Strategies Report to Exco/Full Council	22 November 2012	District / All Municipalities per Council calendars	Item: reviewed strategies report for approval
IDP	IDP Best Practice Conference	06 December 2012	All municipalities COGTA and stakeholders	Attendance and minutes/presentations
IDP	Prioritization of IDP projects	3– 10 December 2012	All municipalities	Projects prioritization lists integrated into the IDP
BUDGET	2012/2013 Budget Mid Term Review	15 January 2013	Finance	Budget Mid-Term review report
BUDGET- IDP	2013 /2014 Interdepartmental Budget Inputs	1 – 14 February 2013	Council Internal Departments	Completed templates aligned to IDP format
IDP- BUDGET	Alignment of IDP and Budget	18- 21 February 2013	All Municipalities / Departments	Completed templates aligned to IDP format
OPMS	Mid-year budget and performance assessment – S72 MFMA	25 January 2013	MM / CFO / S57 Managers / PMS Manager	
OPMS	Schedule	31 January and	MM / Internal Audit /	

	Performance Audit Committee meetings twice a year – Reg 14 PPMR	31 July 2013	PAC	
	<b>Milestone 4 Phase 4 &amp; 5 of the IDP: Integration and approval/ Adoption and submission of Draft 2013/2014 IDPs to COGTA</b>	<b>28 March 2013</b>	<b>All municipalities DCOGTA</b>	
BUDGET	2013 /2014 First Draft Budget	14 March 2013 29 March 2013	Finance Committee Full Council	First Draft Budget report
IDP	➤ Meeting: COGTA and Municipalities on IDP review process 2014/15	14 February 2013	COGTA and Municipal representatives	Updated KZN IDP management Plan
IDP	➤ Municipalities submit draft Reviewed 2013/14 IDPs to COGTA	29 March 2013	COGTA and all municipalities	Proof of submission of draft reviewed IDP
IDP	Representative Forum & Service Providers meeting	21- 22 February 2013	All municipalities, sector departments, Amakhosi and other registered Representative Forum members.	Integration of inputs on priorities, integration /alignment of service providers programmes.
IDP	Draft IDP Report to District Coordinating Committee (MM's Forum)	March 2013	District Municipality	Item: submission of draft IDP to MMs Forum
IDP	Draft IDP Report to District-wide Mayors' Forum	March 2013	District Municipality	Item :submission of draft IDP to District-wide Mayors' Forum
IDP & BUDGET	Draft IDP Report to Exco 2013 /2014 First	March 2013	District Municipality	Item :submission of draft IDP to EXCO



	Draft Budget to EXCO			
BUDGET	Grants Notification to Local Municipalities	15 March 2013	District Municipality	Grants Notification report circulated
IDP	Adoption of Draft IDPs by Councils	March 2013	All Municipalities	Item :submission of draft IDP to Full Council
IDP	Submission of Draft IDPs to COGTA	26 March 2013	All Municipalities DCOGTA	Proof of submitting the draft IDP on time to CoGTA
IDP & BUDGET	Advertise Draft IDPs and draft Budget for Public Comments	30 March – 20 April 2013	All Municipalities	Copies of adverts and directions
	<b>Milestone 5: Assessment of Draft 2013/14 IDPs and self-assessment</b>	<b>26 March –22 April</b>	<b>All Municipalities DCOGTA Sector Depts.</b>	
IDP	Meeting with local municipalities – planning sub-cluster on IDP for self-assessment and planning for joint izimbizo. Also prepare for assessments	29-30 March 2013	All Municipalities	Circulated self-assessment tool and draft izimbizo contents. Finalize allocated roles for assessments presentations.
IDP	Analysis of draft IDPs based on IDP Assessment Framework	1 - 4 April 2013	National and Provincial Sector Representatives and Municipal Officials	Attendance by nominated representatives and reports
IDP	➤ IDP Assessment Feedback Session based on IDP Assessment Frameworks	5 April 2013	COGTA: Manager: Municipal Strategic Planning  Sector Departments  Municipal representatives	Attendance by nominated representatives and reports
OPMS	Review PMS Policy and	31 March 2013	S57 Managers / IDP Manager / PMS	

	prepare draft PMS scorecard for inclusion into draft IDP (Ensure draft scorecard indicators are aligned to IDP objectives)		Manager	
IDP & BUDGET	Present Draft IDP/Budget to the community (IZIMBIZO) and all stakeholders	April 2013	All Municipalities jointly	Approved and published schedule of dates for izimbizo
	<b>Milestone 6: Adoption and Submission of final 2013/14 IDPs to COGTA</b>	<b>9 July 2013</b>	<b>All Municipalities COGTA</b>	
IDP & BUDGET	Incorporate public comments on Draft IDP and Budget	April –May 2013	All Municipalities	Incorporated comments
IDP	Incorporate comments from the Assessment panel from COGTA	26 April -07 May 2013	All Municipalities	Response-table
BUDGET	Table Final Draft Budget  Approve Final Budget 2013 / 2014	14 May 2013  31 May 2013	Finance Committee  District Municipality	Council Resolution
IDP- BUDGET- OPMS	Address comments from the Auditor General on the Annual Report of the previous Financial Year	31 May 2013	All Municipalities	Response-table
IDP	Present Final Draft Report to District Coordinating Committee-MM's	07 June 2013	District Municipality	Item: final draft IDP

	Forum			
IDP	Present Final Draft Report to District Mayors Forum	02 August 2013	District Municipality	Item: final draft IDP
IDP	Present Final Draft Report to Exco	20 June 2013	District Municipality	Item: final draft IDP
IDP-OPMS	Adoption of 2013/2014 IDP and performance targets by Council	31 May-30 June 2013	District Municipality	Council Resolution
OPMS	Approved Departmental SDBIPs / Scorecards – S53 MFMA	28 June 2013	Mayor /MM	
OPMS-IDP	Approved Municipal / Organisational Scorecard – S44 MSA	30 June 2013	PMS Manager, IDP Manager &MM	
OPMS	Performance Reports twice a year – Reg 13 PPMR	25 January and 25 July 2013	Mayor / MM / PMS Manager / S57	
IDP-BUDGET	Submit and publish adopted IDP/Budget to COGTA and Public	09 July 2013	All Municipalities COGTA	Copies of adverts and directions
IDP-BUDGET-OPMS	Prepare Service Delivery and Budget Implementation Plans (SDBIPs)	10 July 2013	All municipalities	Finalized SDBIPs
OPMS	Complete Datasheet and submit to DCoGTA – S47 MSA	31 August 2013	MM / CFO / S57 Managers / PMS Manager	
OPMS	Draft 2011 / 2012 Annual Performance	31 August 2013	MM / PMS Manager	

	Report – S46 MSA			
OPMS	Prepare 2011 / 2012 Performance Working Paper File and submit to AG after necessary approvals	31 August 2013	MM / PMS Manager / Internal Audit	
IDP	➤ MEC Panel assesses Reviewed IDPs	31 August 2013	COGTA-led panel	Results

# **SECTION B:**

## **PLANNING AND DEVELOPMENT PRINCIPLES GOVERNMENT POLICIES AND IMPERATIVES**

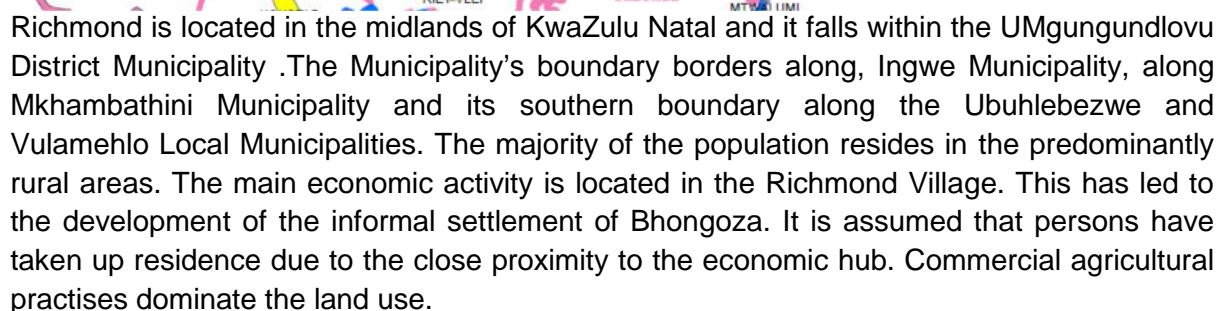
<b>DEVELOPMENT PRINCIPLES</b>	<b>APPLICATION OF THE PRINCIPLE</b>
Development / investment will only happen in locations that are sustainable ( <i>NSDP</i> )	
There should be a Balance between urban and rural land development in support of each other ( <i>DFA Principles</i> )	
Our IDP will discourage urban sprawl by encouraging settlement at existing and proposed nodes and settlement corridors, whilst also promoting densification. Future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres ( <i>DFA Principles</i> )	
The direction of new development will be towards logical infill areas ( <i>DFA Principles</i> )	
Compact urban form is desirable ( <i>DFA Principles</i> )	
Development should be within limited resources (financial, institutional and physical). Development must optimise the use of existing resources and infrastructure in a sustainable manner ( <i>DFA Principles, CRDP, National Strategy on Sustainable Development</i> )	
Stimulating and reinforce cross boundary linkages.	
Provision of Basic services (water, sanitation, access and energy) to all households ( <i>NSDP</i> )	
Development / investment should be focused on localities of economic growth and/or economic potential ( <i>NSDP</i> )	
In localities with low demonstrated economic potential, development / investment must concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes ( <i>NSDP</i> )	



Land development procedures must include provisions that accommodate access to secure tenure ( <i>CRDP</i> )	
Prime and unique agricultural land, the environment and other protected lands must be protected and land must be safely utilised	
Engagement with stakeholder representatives on policy, planning and implementation at national, sectoral and local levels is central to achieving coherent and effective planning and development.	
If there is a need to low-income housing, it must be provided in close proximity to areas of opportunity ( <i>"Breaking New Ground": from Housing to Sustainable Human Settlements</i> )	
During planning processes and subsequent development, the reduction of resource use, as well as the carbon intensity of the economy, must be promoted ( <i>National Strategy on Sustainable Development</i> )	
Environmentally responsible behavior must be promoted through incentives and disincentives ( <i>National Strategy on Sustainable Development, KZN PGDS</i> ).	
The principle of self-sufficiency must be promoted. Development must be located in a way that reduces the need to travel, especially by car and enables people as far as possible to meet their need locally. Furthermore, the principle is underpinned by an assessment of each areas unique competencies towards its own self-reliance and need to consider the environment, human skills, infrastructure and capital available to a specific area and how it could contribute to increase its self-sufficiency ( <i>KZN PGDS</i> )	
Planning and subsequent development must strive to provide the highest level of accessibility to resources, services and opportunities ( <i>KZN PGDS</i> )	

# **SECTION C: SITUATIONAL ANALYSIS**

## C1.1 Regional Context

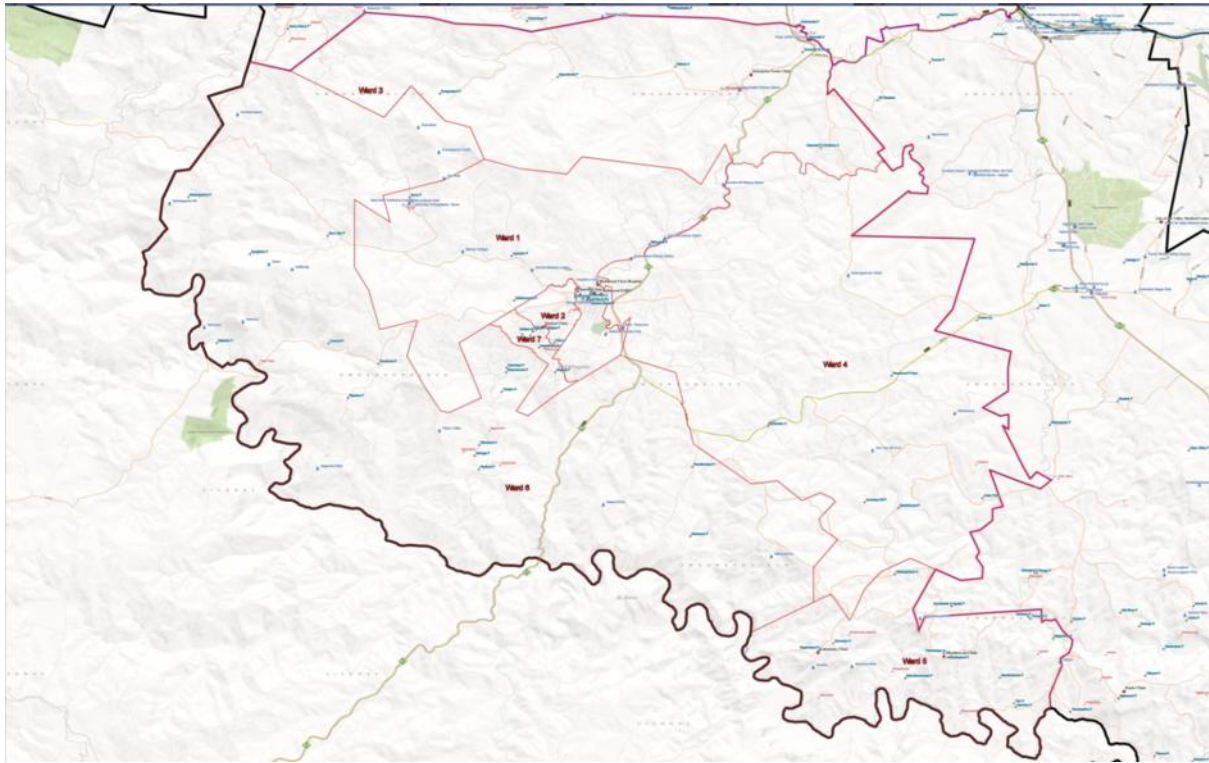


Dense settlements exist around the Richmond Village, Greater Ndalení and Hopewell. Settlements in other parts of the municipal area are sparsely scattered. The main road linkages in the Municipality is the R56 forming a north south corridor and links Pietermartizburg, Richmond and Ixopo. The R624 links Richmond to the south coast and the R603 to the N3 corridor. In terms of Public Transport there are eleven routes which transport passengers within and outside of Richmond. Richmond's location in terms of major transport routes and corridor development serves as a link between eThekwiní and Gauteng and its location therefore creates numerous benefits and should work towards strengthening the economy of the area.

With the development of Land Use Management System and the Spatial Development Framework, it is envisaged that a clearly defined approach to development will now be enforced with land use zones identified and clearly targeted in terms of development.

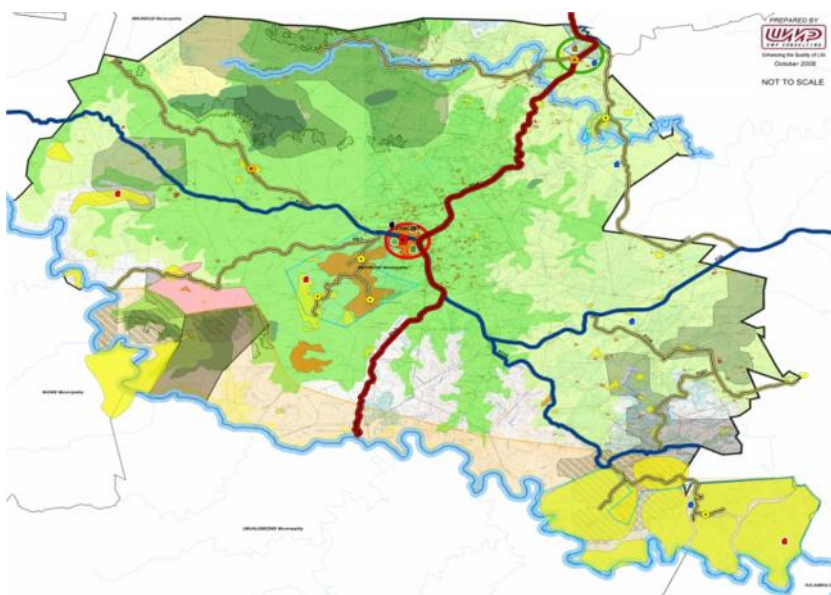
The most significant areas of relative need are the traditional areas, which are characterized by few employment opportunities, inadequate services and poor agricultural potential. There are some exceptions, as well as wide disparities between the service levels and degree of accessibility of different rural settlements in these areas.

## C1.2 Administrative Entities



Richmond Municipality (KZ227) is one of the category B municipalities and comprises of seven (7) wards. It is located on the southern part of the uMgungundlovu District Municipality (DC22) and is approximately 38 kilometres south of Pietermaritzburg which is the capital of the KwaZulu-Natal Province. It is bordered by Umsunduzi Municipality to the north, Ingwe Municipality to the west, Mkhambathini Municipality to the east and Ubuhlebezwe and Vulamehlo Municipalities to the south. It is approximately 1232 square kilometres in extent with an estimated population of 56 772 and 12679 households; it is the fourth smallest Municipality within the uMgungundlovu District Municipality family of Municipalities.

## C1.3 Structuring Elements



R56 and R624 are the Provincial Routes which are the visible structuring elements of Richmond. R56 transverses the middle of municipal area in north-south direction. It links Richmond Municipal Area with Pietermaritzburg towards the north and other smaller towns towards the south.

Mkomazi River which is located on the south-western boundary of the

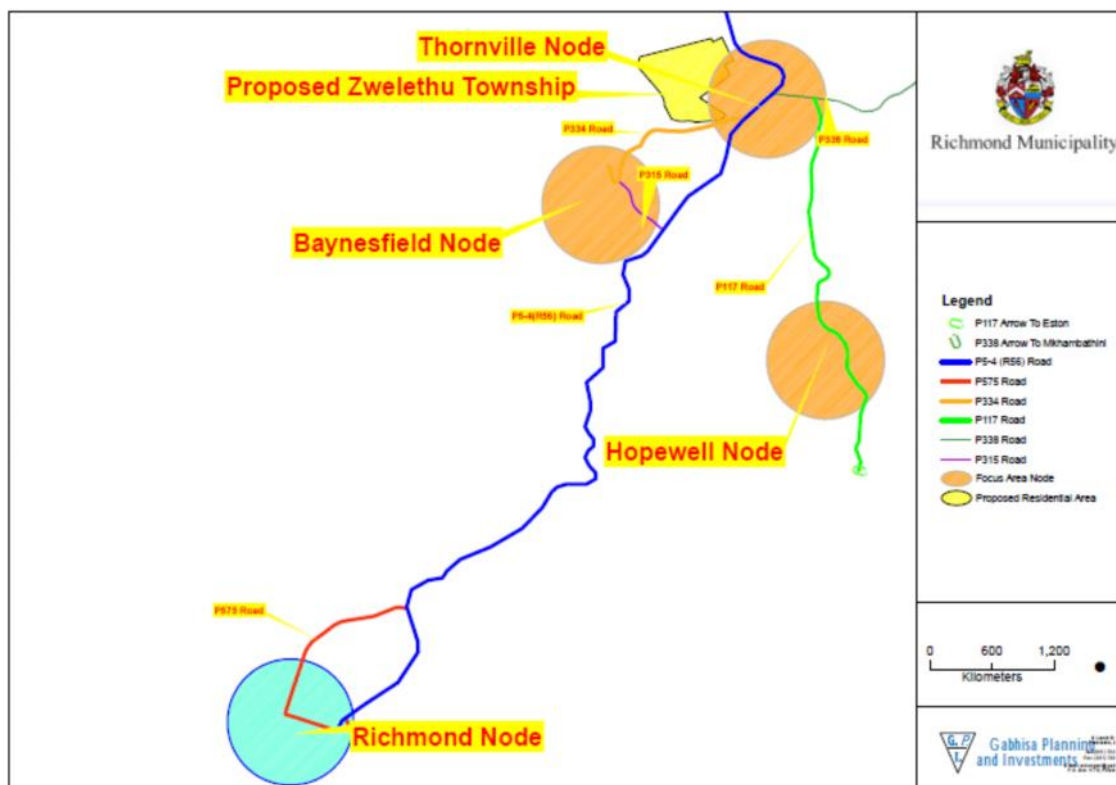


municipality. This is one of the major rivers within the province and the Municipal Demarcation Board used it to demarcate the southern boundary of Richmond Municipality.

#### C1.4 Existing Nodes and Corridors

Nodal areas are defined in the latest SDF guidelines of July 2010 as areas where there is high intensity of land uses and where activities will be supported and promoted. The development of nodal points helps to improve efficiency since it provides easy access and creates thresholds for a variety of uses and public transport services. Richmond like any given municipality accommodates a hierarchy of nodes which shows the relative intensity of development anticipated for the various nodes, and the dominant nature and activity of the nodes.

- Primary Node (Rural Service Centre: - Main Hub- Richmond and Greater Indaleni) Administrative and Economic Centre
- Secondary Node (Satellite: - Support Centre – Thornville, Hopewell and Baynesfield) Distribution and co-ordination point
- Tertiary Node (Smaller centres – Inhlazuka) - Delivery of supplementary services



These words distinguish between the higher order and lower order cores or centres within the area of influence of the service centre. The Nodes have different buffers which are determined by the type of node. This buffer is an indication of the threshold served by each node.

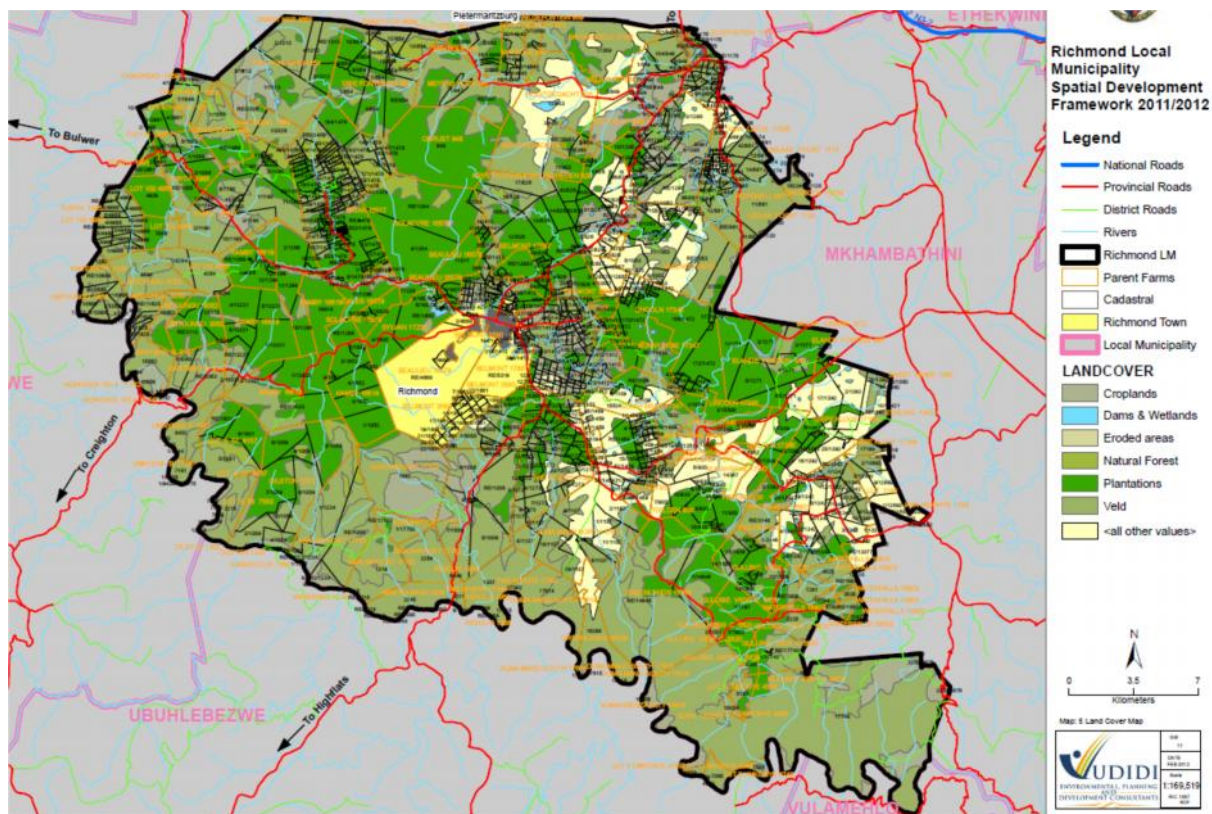
R56 is the primary corridors within the Municipality. It provides high linkages with surrounding municipalities and economic nodes. Along the R56 Route from Pietermaritzburg down to Kokstad there are many different types of agricultural activities / businesses taking place with a variety of vegetation and fruit activities, this route links Richmond Municipality with the Pietermaritzburg and Kokstad. This corridor centres on tourism and industry and links the primary nodes. This primary corridor facilitates stronger cross border economic

flows and economic development. R56 corridor in the Mkhomazi Valley has natural attractions includes landscape and can attract both domestic and international tourist thereby promoting LED projects at some locations.

P624 to Eston and D59 to Greater Indaleni both from R56, P315/P334 providing access to Baynesfield from R56, P121 to Bulwer via Ncwadi provide vital linkages to service nodal points and communities within the municipality and ensure connectivity with service delivery in the communities.

P115 to D158 and D2106 provide access to the tertiary node of Inhlazuka. This corridor also links Richmond rural community to Mkhambathini rural community. The scenery in this route blends itself to unlimited nature and culture based tourism. Likewise P8-1 route to Hella Hella passing Roselands Farms to Creighton same the some purpose as listed above.

### C1.5 Land Cover and Broad Land Uses



Richmond Municipality is predominantly rural in nature and it is in these areas where the majority of the population resides. The only area which can be regarded as urban is the Richmond Town. It is the main growth centre within the municipality and acts as the central business district in that it offers a range of services to a large portion of the population. Commercial agriculture dominates the land use due to the medium to high agricultural potential of a large part of the municipal area. Forestry plantations occur throughout the area and sugarcane is grown in the eastern half of the municipal area. Smaller areas of land which are irrigated for commercial purposes are dispersed throughout the area.

There are three Traditional Authorities in the Richmond Local Municipality viz. Vumindaba Traditional Authority, Vumakwenza Traditional Authority and Esiphahleni Traditional Authority. The traditional authorities are located in the central and south-eastern portion of the municipality. Residential areas of note exist around the Richmond Town Ndaleni and



Hopewell and there are sparse, scattered residential settlements in other parts of the municipal area. Ownership of land in the municipality occurs in three forms viz. private, state-owned and traditional authority. Most of the privately owned land is utilized for agricultural purposes and the traditional authority land is used for settlement. The remaining area consists of grasslands and on the south-western boundary the land cover consists of thicket and bushland.

The agricultural potential of an area is dependent on soils and climatic conditions. The central, northern and western areas are characterized by high potential land (accounts for approximately 60% of municipal area), areas in the northern, eastern and western have good potential agricultural land (approximately 21% of municipal area), 3% is considered to have moderate land potential, 5% has low land potential and 11% has restricted land potential.

### **C1.6 Land Ownership**

The following map indicate the land ownership in Richmond Town.

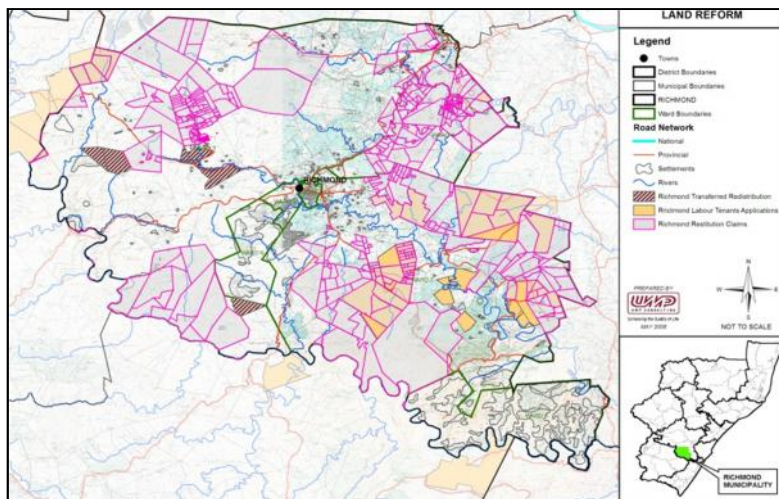


## C1.7 Land Reform

In terms of land redistribution the table below depicts the projects initiated:

Project Name	Property Description	Size Ha	No of H/H	Program Type	Product Type
Beaulieu Estates/ Honeywood Farm	Ptn 376 (of 270) of Beaulieu Estates	6.7498	0	Redistribution	Crop & Livestock
KwaGen geshe	Ptn 1 of Rem of Farm Kangashe s	602.6709	90	Redistribution	Settlement
Harcourt/ Mzinolovu	Ptn 25 (of 18) of Weltevreden	66.9825	35	EST A	Settlement & Grazing
Naawup oort	Ptn 1 of Naauporort North	256.7950	23	EST A	Settlement
Mawela/ Buckan	Rem of Ptn 3 of Farm Bucken	21.9379	1	Redistribution	Pip production & vegetables
Synergol d Investme nts	Rem of Farm Buckan	20.2667	4	Redistribution	AGRI
Tshala Sovuna Farming Enterpris e	Ptn 2 and 3 of Mybole	116.2628	3	Redistribution	Maize & Horticulture



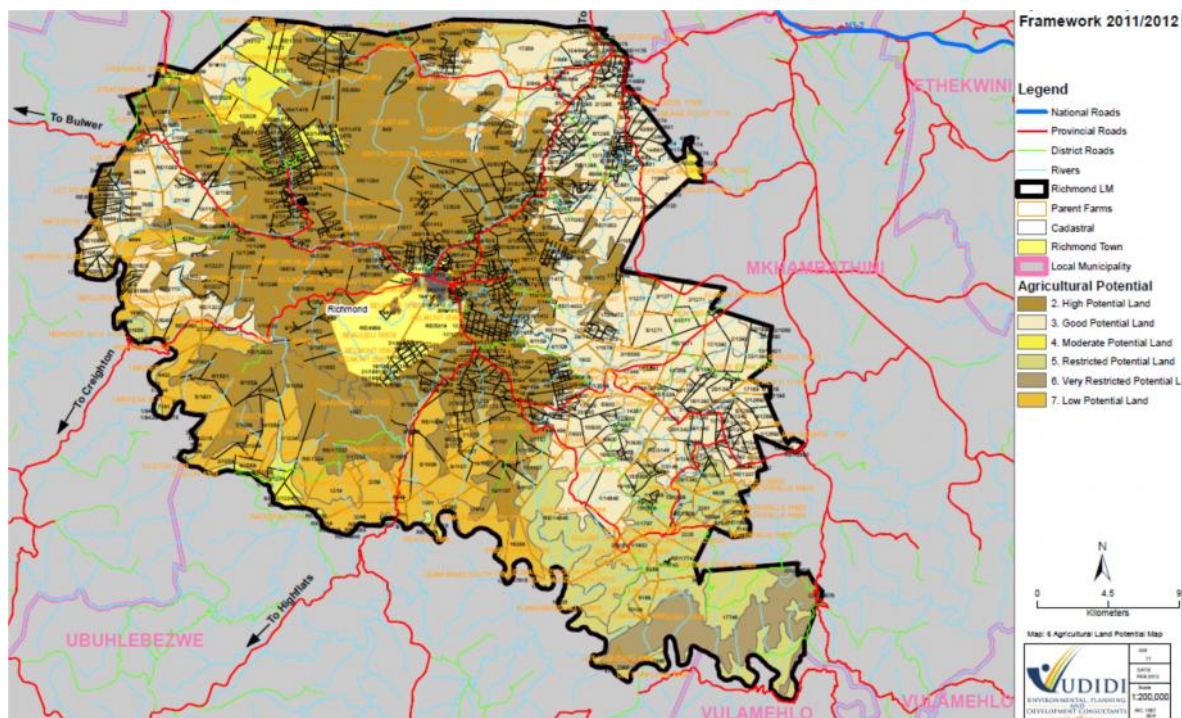


In terms of labour tenants within the municipality a total of 22 labour tenant initiatives exist. These include the following areas viz. Craighead, Delectable Dale, Dunbar Estate, Fielden, Furth, Gunzenhausen, Hopewell, Krays Fontein & Weltevreden, Kweletsheni, Little Harmony, Long, Lot 107, Lovo Dale, Mount Desire, Paarde Kraal, Resolis, Stertriemfontein, Strathfieldsaye, Strehla,

Sunnybrae and Waterton.

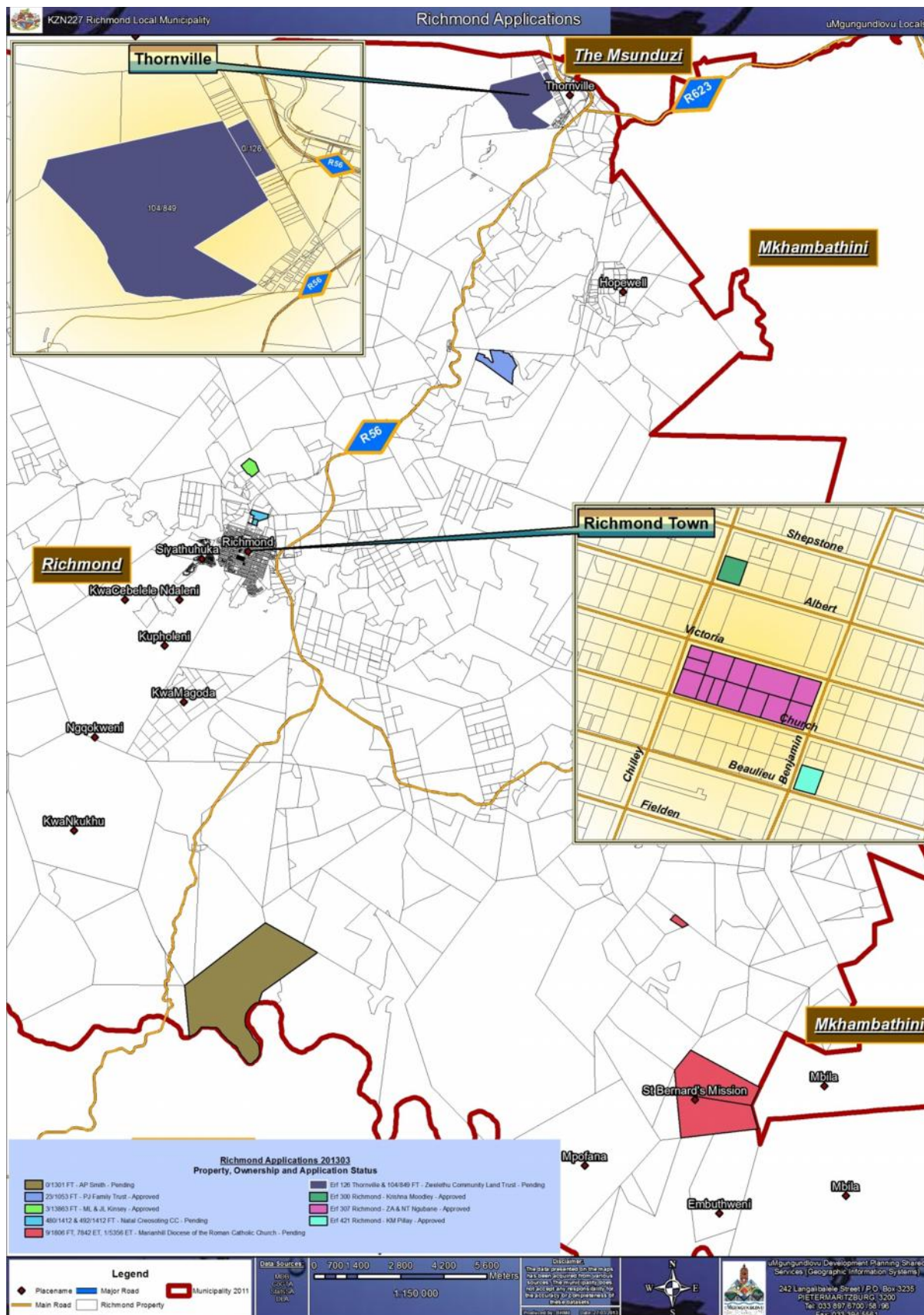
In terms of land restitution a total of 66 claims were originally lodged with DLA. This was subsequently consolidated into 42 claims and 3 of the claims were non-compliant. To date 4 claims have been gazetted and 1 claim has been settled and finalized. The claim settled relates to the Emashosheni community. A total of 2073ha was restored to 76 households for farming purposes.

### C1.8 Land Capability



The Richmond Municipality is well endowed with high agricultural potential land, which should be preserved and protected from the encroachment of settlement development. The local economy is largely dependant on agricultural activities with commercial agriculture and forestry dominating the land use. However, access to land as a resource should be broadened to include the previously disadvantaged using appropriate government programmes. Agricultural land provides an opportunity for local economic development and job creation in Richmond. Its value should be enhanced and local communities assisted to make optimal use of this land.





## **C1.10 Environmental Analysis**

The key environmental issues facing the Municipality could be summarised as follows:

### **C1.10.1 Biodiversity**

Extensive monoculture substantially reduces bio-diversity i.e. the diversity of animals and plant lives which naturally occur in environmentally sensitive areas are severely impacted on with the destruction of natural habitats. In the case of timber the planting of exotics further worsens the impact in this form of agriculture.

### **C1.10.2 Hydrology**

In terms of hydrology three catchments are located or partially located in the municipal area. These include the Mkomazi Catchment which is located on the south-western boundary, the Lovu Catchment which passes by the Richmond Village in a west to east direction and the Mlazi Catchment which is located in the northern portion of the municipality.

### **C1.10.3 Air Quality**

The burning of sugar cane causes both visual and chemical pollution of the air and the use of fertilisers and in some cases pesticides can result in both water and air pollution respectively.

### **C1.10.4 Climate Change**

Global climate change is possibly the greatest environmental challenge facing the world in this century. Although often referred to as 'global warming', global climate change is more about serious disruptions of the entire world's weather and climate patterns. This includes the impacts on rainfall, extreme weather events and sea level rise, rather than just moderate temperature increases. According to the international studies undertaken by NFCC the impacts of a global average temperature rise of between 2.5°C and 3°C from the 1990 levels are countless, and in South Africa it is estimated that agriculture, tourism and conservation will be the areas which will feel the effects the most. Richmond is mainly an agricultural area and the impact of climate change affects the production of seasonal crops i.e. cabbages are the winter crops which may be affected by heat waves that may take place during winter due to climate change.

### **C1.10.5 Strategic Environmental Assessment**

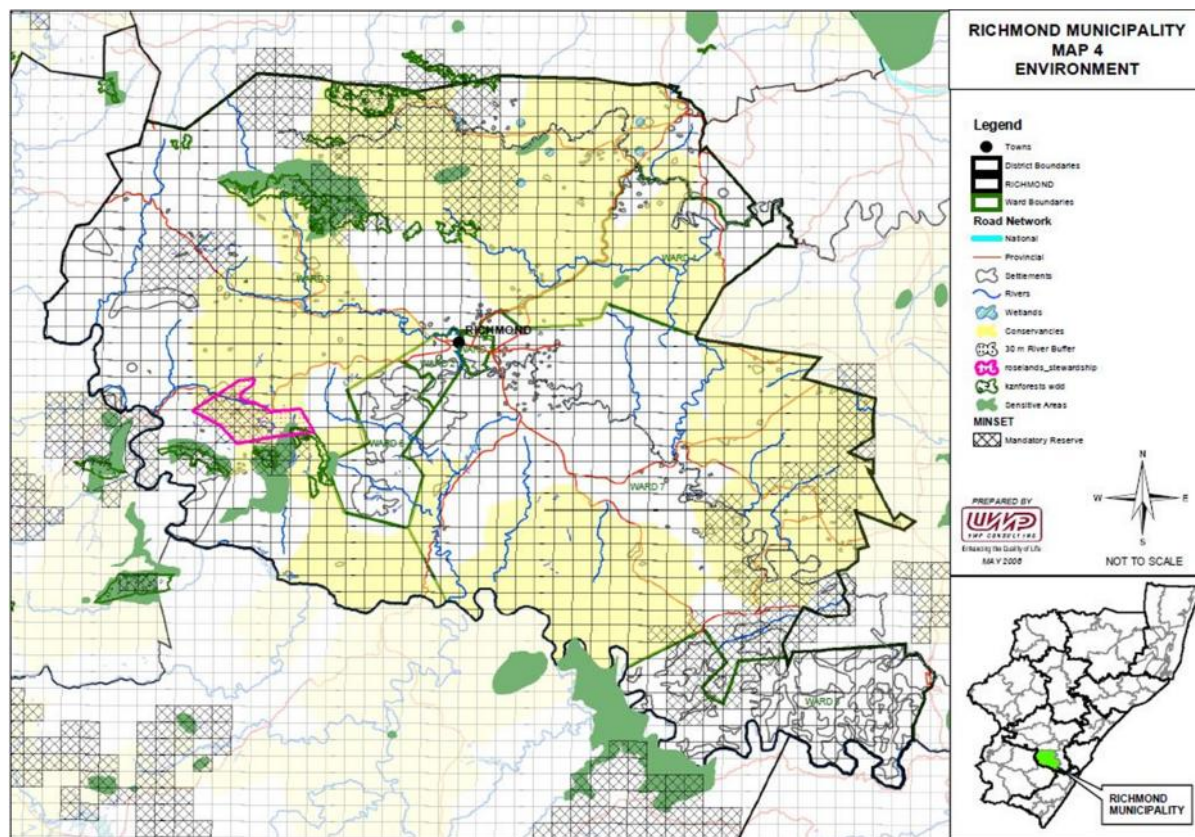
The municipality currently lacks funds to develop the Strategic Environmental Assessment. However the following strategic environmental issues have been identified within Richmond Municipality:

- The conflict between conservation and the survival needs of rural and urban communities needs to be considered. Communities are dependent on natural resources for survival which often places them in conflict with conservation authorities.
- Overgrazing due to farming techniques and lack of available land for grazing purposes.
- Encroachment of commercial farming activities on drainage areas and waterways impacts negatively on the rural water management system of the area.
- Lack of funding for environmental management programmes and projects.
- The burial of people on land not specifically allocated for this purpose and the impact that it may have on groundwater inters of the pollution and resultant communicable disease.



- The impact of high incidence of HIV/AIDS within the District contributes towards and increased need for cemetery space and suitable land for the establishment of cemeteries is scarce.

### C1.11 Spatial and Environmental Trends & Analysis



### C1.12 Spatial and Environmental: SWOT Analysis

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> <li>• Richmond is strategically located in terms of its position between provincial nodes (Pietermaritzburg and Ixopo) as well as the Provincial Road (R56).</li> <li>• The town of Richmond is growing into a strong service centre for the municipality and it is appropriately positioned at the central part of Municipality.</li> <li>• Good climatic condition.</li> </ul>	<ul style="list-style-type: none"> <li>• Richmond is a very small rural dominantly municipality with limited private development taking place within it.</li> <li>• The legacy of the past apartheid policies is still visible in the sense of communities that were marginalised from economic opportunities are still largely suffering.</li> <li>• Most of the land is privately owned which may limits the pace at which the state can deliver the public facilities since the land acquisition processes may sometimes be time consuming.</li> <li>• I most part of the Municipality there is steep terrain which limits development.</li> </ul>

#### OPPORTUNITIES

	THREATS
<ul style="list-style-type: none"> <li>Richmond is located closer to PMB as well N3, busiest corridor within the province which open a lot of trading and storage opportunities.</li> <li>Potential exists to develop and intensify the role of Thornville as secondary nodes.</li> <li>Richmond is endowed with relatively good agricultural land and opportunities exist to develop this sector even further.</li> <li>The land claims (restitution) have progressed very well and this provides opportunities for agrarian reform.</li> </ul>	<ul style="list-style-type: none"> <li>Most farms acquired through land claim is underlised.</li> <li>Mounting burden to protect the rivers and wetlands with limited resources available at the municipality.</li> </ul>

### **C1.13 Disaster Management**

The Richmond municipality has prepared a Disaster Management Plan for its area of jurisdiction which gets reviewed annually. In terms of powers and functions this function is performed by the Umgungundlovu District however the Richmond Municipality prepared its own Disaster Management Plan to be aligned with the UMDM Plan. In view of the Richmond municipality's physical characteristics in combination with the social characteristics of the area; there are a number of disasters that are likely to occur:

#### **C1.13.1 Municipal Institutional Capacity**

There is a disaster management forum in-place. The purpose of this forum would be to consult and coordinate actions pertaining to matters relating to disaster risk management in the Richmond Municipality. The uMDM is expected to play a large role in the Centre as well as the Forum in terms of its responsibility within the District. The following components, relative to disaster management, need to be addressed:

- Contingency planning
- HAZCHEM identification, identification of associated risks, the prioritisation and management thereof
- Communication and cooperation channels to be established as reaction measures to disasters
- Further details on the reviewed Disaster Management Strategy can be sourced as an Annexure of this document.

Richmond Local Municipal Council has recommended for the establishment of a disaster management unit within Community Services Department. This will go a long way in terms of addressing the capacity challenges in terms of executing this function.



### **C1.13.2 Risk Assessment**

**Flooding** – The Richmond area can be described as high rainfall area and the undulating topography has resulted in a number of rivers and streams occurring in the area. Communities tend to settle in proximity to rivers and streams, mostly without due to consideration of flood lines along these water courses.

**Veld and bush Fires** – These occur during protracted periods of drought added by the generally dense vegetation such as sugar cane and timber plantations and invasive alien vegetation throughout the Municipal area. Sometimes fires caused considerable damage in the area

**Cholera and other related diseases** – The occurrence of the diseases is and as a result of the absence of potable water as well as sanitation in the rural component of the municipality. This results in the contamination of natural resources of water that is rivers and streams. These may take on disaster proportions and is specifically characteristics of the rural areas. These diseases are life threatening and require constant monitoring.

**Major accidents and hazardous chemicals** – The R56 is the main road arterial route to the Eastern Cape and is notorious for major accidents, especially overloaded buses, taxis and heavy trucks carrying hazardous chemicals which can spill on the road.

**Social facilities** – The geographic spread of **sports facilities** within the Richmond Municipality indicates that only certain areas have access to these facilities. Sports fields are found at Hopewell, Argosy Farm, Ndaleneni, KwaGengeshe, Richmond Village and Phatheni. With the exception of the sports field at Ndaleneni the remaining sports fields are in a poor condition. The obvious lack of multipurpose sporting facilities in all wards is also evident. The spread of **community centres/halls** is also unevenly distributed in the municipal area. Community halls are found at Hopewell, Phatheni, KwaGengeshe, Magoda, Smozomeni, Siyathuthuka, Richmond Village and Ndaleneni while a Thusong Centre is located at Inhlazuka. The following social services characteristics, issues and challenges impact on the further development of the Municipality and need to be taken forward in the Integrated Development Plan Process:

- The Municipal area is disadvantaged in terms of the provision of security and emergency services by public service sectors.
- Social facilities and programmes to deal with the HIV/AIDS have been developed however there is still a significant shortage of facilities to deal with this pandemic. The Municipality has establishing the local HIV/AIDS Council, the objectives and function of the council is its main objectives are to guide and facilitate the implementation in the Richmond Municipality of the National HIV and AIDS strategic plan and other related matters, facilitate, monitor and evaluate the protection, promotion and fulfilment of the rights affected and infected persons living with HIV and IDS in the Richmond Municipal area.
- There is inadequate burial space due to the high mortality rate. In attempt to address this challenge the municipality has engaged with the district municipality to identify suitable land for the establishment of the regional cemetery. This is being addressed in the Integrated Cemeteries and Crematoria Plan that is being compiled by the District Municipality.
- Even though Municipal Infrastructure Grant by the Department of Cooperative Governance and the Public Amenities Programme by the Department of Housing are addressing the backlog in terms providing funding for social infrastructure, the funding of operation and maintenance of such facilities is still a challenge.

**C1.13.3 Disaster Management: SWOT Analysis (see attached Disaster Management Plan)**

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>- Full complement of Senior Management in the department</li> <li>- Political Stability</li> <li>- Disaster Management plan in place</li> <li>- Disaster Management Forum in place</li> </ul>	<ul style="list-style-type: none"> <li>- No dedicated official dealing with disaster</li> <li>- Staff shortages</li> <li>- Lack of adequate resources</li> <li>- Limited coordination between UMDM and local disaster officers</li> <li>-</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>- Access to Flagship Committee for implementation of identified project and programmes including disaster</li> </ul>	<ul style="list-style-type: none"> <li>- Unplanned developments in wet land</li> <li>- Improper structures e.g. mud houses</li> <li>- Natural disasters e.g. storms, heavy rains</li> </ul>

**C2: DEMOGRAPHIC ANALYSIS**

**Population**

**Table 1: Population Distribution by Age and Gender**

Age Group	Male	Female	Total
00 - 04	4 138	3 888	8 026
05 - 09	3 718	3 570	7 288
10 - 14	3 515	3 233	6 748
15 - 19	3 369	3 387	6 756
20 - 24	3 421	3 340	6 760
25 - 29	3 112	2 936	6 047
30 - 34	2 424	2 306	4 730
35 - 39	2 033	2 124	4 157
40 - 44	1 541	1 759	3 300
45 - 49	1 170	1 699	2 869
50 - 54	938	1 268	2 206
55 - 59	832	1 293	2 125
60 - 64	694	964	1 658
65 - 69	366	622	989
70 - 74	285	519	804
75 - 79	134	383	517
80 - 84	91	373	464
85+	101	248	349
<b>Total</b>	<b>31 883</b>	<b>33 910</b>	<b>65 793</b>

Source: Stats S A: Census 2011

According to Stats SA Census 2011 data, the total population of the Richmond Municipality is approximately 65 793 people and 16 440 households. This marks a proportionately marginal increase from 63 222 people and 12 533 households recorded in 2001. This means that the population has only increased by 2 571 people whilst households increased by 3907 between 2001- 2011. This slight increase over 10 years can be attributed by a number of factors such as HIV/AIDS epidemic or rural urban migration processes due to factors linked to the economic factor of the Municipality which includes limited employment opportunities, better access to public services in major urban centres and general decline in the quality of life.

### Percentage distribution of the population in five-year age group by sex, Richmond Municipality, Census 2011

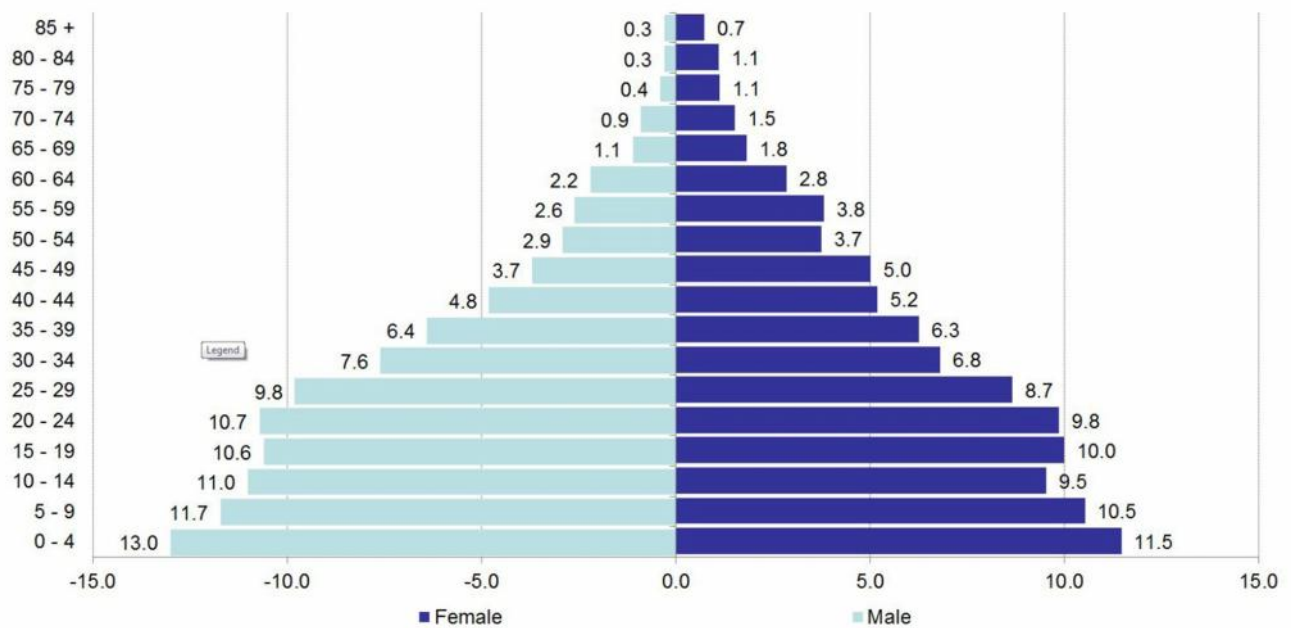


Figure 1: Population Pyramid ,Stats SA Census 2011

Figure 1 shows that the gender distribution in Richmond, with females making up the majority of the population. Gender distribution is also a determinant factor in assisting the various tiers of government to focus investment especially to vulnerable groups like women

The population of Richmond is dominated by the youth (15 to 35 years of age) which accounts for 21 606 people or 38% of the total population. This therefore has serious implications in terms of development planning and requires the development and implementation of programmes addressing the needs of a youthful population which may include educational facilities, creation of job opportunities and improving access to social facilities. The dominance of this group also poses social challenges since this group is sexually active and more vulnerable to HIV/AIDS. It is therefore important that the Municipality have interventions and programmes with regard to HIV/AIDS.

Table 2: Population Group by Race

Population Group	KZN227: Richmond (Population)	Percentage
Black African	62635	95.20%
Coloured	605	0.92%
Indian / Asian	735	1.12%
White	1705	2.59%
Other	113	0.17%
<b>Total</b>	<b>65793</b>	<b>100.00%</b>

Source: Stats S A: Census 2011

## Racial Population Distribution

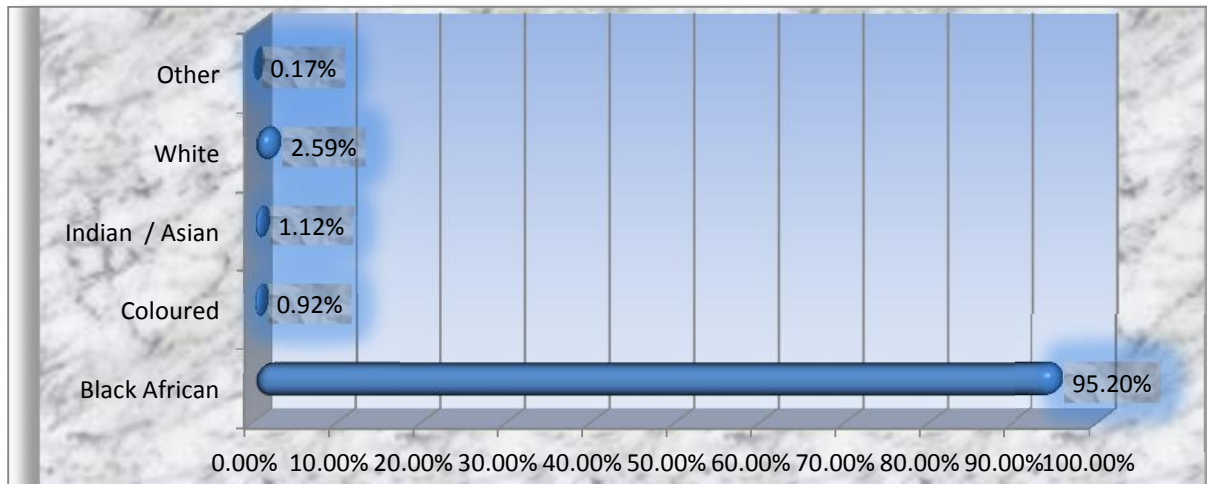


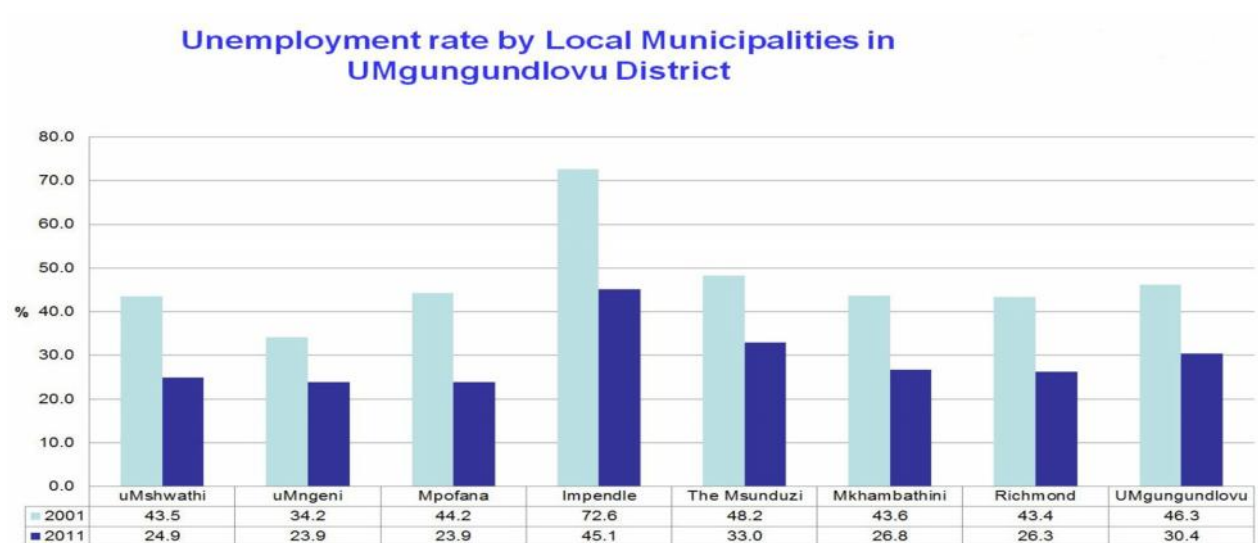
Figure: 2 Racial Population Distributions, Stats SA Census 2011

It is indicated In Table 2 above that the Blacks dominates the population group in Richmond

## SOCIO -ECONOMIC ANALYSIS

### Economic Analysis

#### Employment status 2011



StatsSA Census 2011

### Table 3: Employment Rate

The above Table indicates that there is high level of unemployment within the Richmond Municipality which can be translated to a high dependency ratio and low level of affordability. This graph compares the 2001 and 2011 uMgungundlovu District family of municipalities' unemployment rates.

## Income levels

**Table 4: Richmond Population Income levels**

Monthly Income (Census 2011)	KZN227: Richmond (Population)
No income	24612
R 1 - R 400	13506
R 401 - R 800	3891
R 801 - R 1 600	10735
R 1 601 - R 3 200	2732
R 3 201 - R 6 400	999
R 6 401 - R 12 800	859
R 12 801 - R 25 600	591
R 25 601 - R 51 200	230
R 51 201 - R 102 400	36
R 102 401 - R 204 800	21
R 204 801 or more	10
Unspecified	5936
Not applicable	1635
<b>Total</b>	<b>65793</b>

StatsSA Census 2011

In terms of The Global insight statistics, it can be observed that 89 households earn R0-R2400 and there are only 8 households who earn R2400000 and above in Richmond .The rest earn between R2400 and R2400000, this is an indication of a level of an economy status of Richmond.

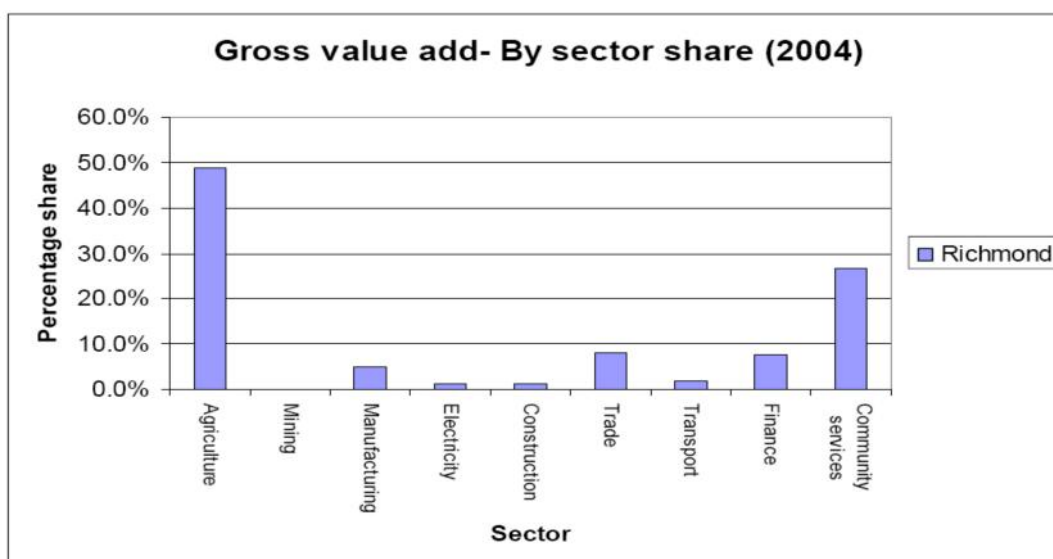
## Agriculture

In terms of the Provincial Spatial Economic Development Strategy, Richmond is located along a secondary agricultural corridor which serves areas of high poverty levels with good economic development potential. It forms part of the Greater Pietermaritzburg Economic Region.

It is a mixed agricultural area including the coastal belt crops such as sugar cane, oranges, avocados and timber. Timber processing is identified as potential growth sector. Value adding in all areas needs investigation as there is little data to effectively allow the municipality to prioritize projects in line with limited resources. Subsistence farming is predominantly practised in the rural areas. It would therefore be pertinent for the Municipality to coordinate the commercialisation of some of the farming practices by the establishment of a Farmers Market as identified in the Local Economic Development Strategy. The Municipality is in partnership with the Department of Economic Development in providing business skills training for Small, Medium and Micro Entrepreneurs.

The agricultural sector dominates the local economy, particularly in terms of employment and contribution to the economy and is followed by the public services sector. The reliance on these two sectors is a cause for concern and strategies to ensure economic diversification should be compiled. (Richmond Preliminary Economic Research, 2006)

**Figure 3: Gross Value Add-By Sector Share**



Source (Richmond Preliminary Economic Research, 2006)

### **C3: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT**

#### **C3.1 Municipal Transformation**

To realize the Vision and to ensure sustainable growth within the municipality in accordance with its priorities aligned to national and provincial targets, the following strategies and objectives seek to unravel some of the key challenges which, if not adequately addressed will have an adverse impact in terms of improving the well being of the residents and on which the details of the key performance areas were expounded on and on which the plans, programmes and projects of the municipality are based. The development strategies of the Richmond Municipality are developed and structured according to the 5 (five) National Key Performance Areas of the FIVE YEAR LOCAL GOVERNMENT STRATEGIC AGENDA.

- Basic Service Delivery and Infrastructure Development
- Social and Local Economic Development
- Good Governance and Public Participation
- Municipal Transformation and Institutional Development
- Municipal Financial Viability and Management

#### **C3.2 Organisational Development**

##### **C3.2.1 Institutional Arrangements**

Richmond Municipality (KZ 227) is a Category B Municipality as determined by the Demarcation Board in terms of Section 4 of the Municipal Structures Act 1998. The



Municipality functions under the Collective Executive system consisting of four (3) Executive members of whom one is the Mayor. The Council consists of 14 Councillors including the members of the Executive Committee. Of the 14 Councillors 7 are Ward elected Councillors. The Council has four (4) portfolio-standing committees, with each member of EXCO serving as a portfolio councillor. The four (4) Portfolios of the municipality are as follows:

- Economic Development and Planning & Infrastructure Committee;
- Human Resources and Information Technology Committee
- Community Development and Social Services
- Executive Committee (Finance Matters)

The communication strategies that the municipality is currently using include the Integrated Development Planning (IDP) Representative Forum, Mayoral Imbizo, Monthly Ward Committee Meetings and Communication Surveys (i.e. through Suggestion Boxes).

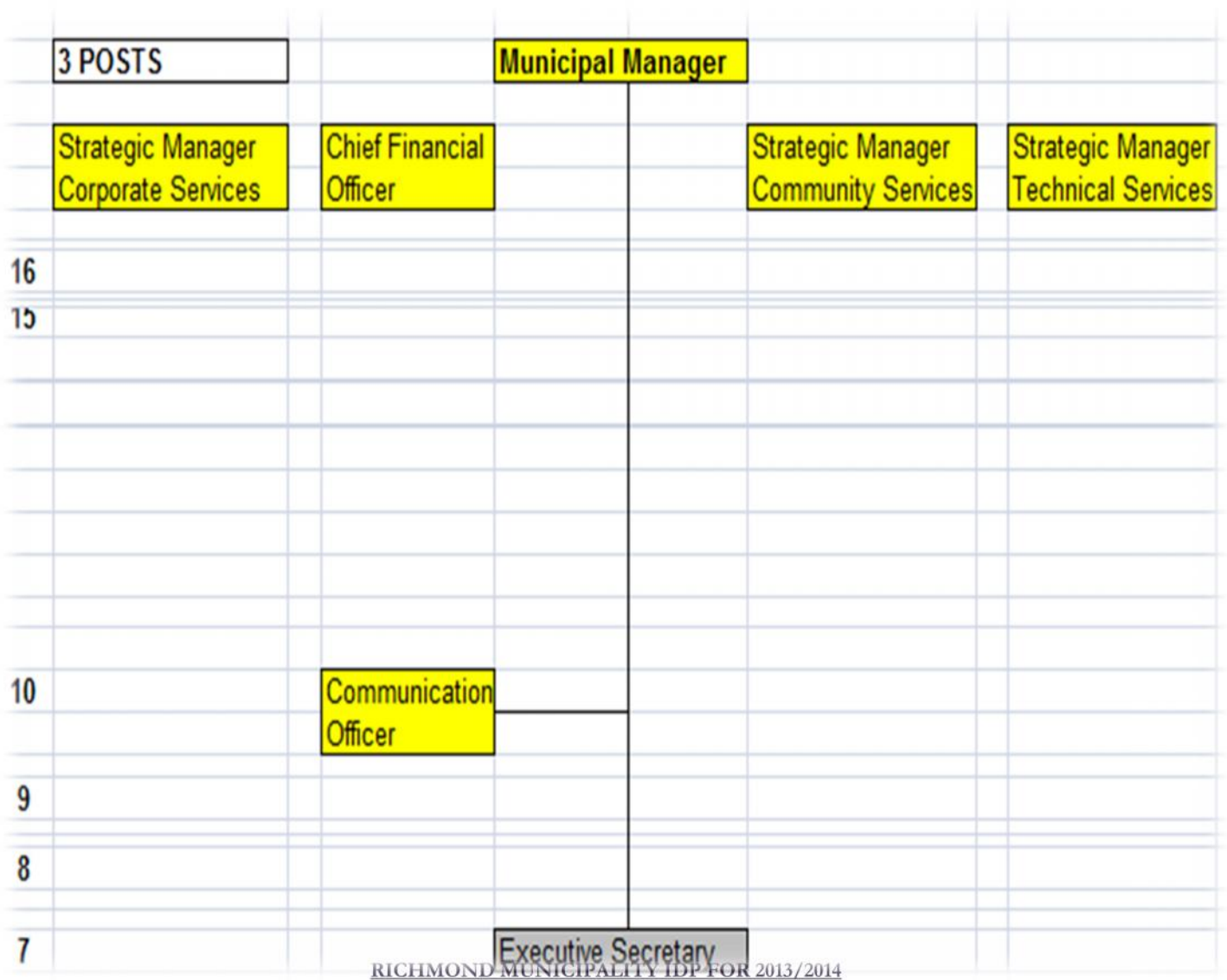
### C3.2.2 Powers and Functions

<b>FUNCTIONS</b>	<b>CAPACITY TO PERFORM</b>
Air pollution	Environmental health which monitors the impact of air pollution is a District function
Building Regulations	Not Adequate, due to the sharing of the Human Resource between building control and Project management Unit
Child care Facilities	Not adequate
Local Tourism	Not adequate
Municipal Planning	Adequate
Municipal Public Transport	Not applicable
Pontoons and ferries	Not applicable
Storm water	Not Adequate projects have been identified under the current financial year
Trading Regulations	Not adequately performed (Air pollution)
Beaches and Amusement facilities	Not adequately performed. No beaches in the municipal area
Billboards and the display of advertisements in public places	Adequate
Cemeteries, funeral parlours and crematoria	Not adequate, services provided in urban areas only
Cleansing	Adequate
Control of public nuisance	Adequate
Control of undertakings that sell liquor to the public	Adequate
Facilities for the accommodation, care and burial of animals	Adequate
Fencing and fences	Adequate
Licensing of dogs	Not adequate, the municipality no longer issue licenses
Licensing and control of undertakings that sell food to the public	Not adequate, assistant obtained from uMgungundlovu District Municipality
Local amenities	Adequate
Local sports facilities	Not Adequate



Markets	Not adequate, no markets
Municipal abattoirs	Not adequate, no abattoirs
Municipal Parks and Recreation	Adequate
Municipal Roads	Not Adequate
Noise Pollution	Adequate
Pounds	Adequate
Public Places	Adequate
Refuse removal, refuse dump and solid waste disposal	Adequate
Street Trading	Not Adequate
Street Lighting	Not Adequate, performed by ESKOM
Traffic and Parking	Not Adequate(no provision for parking)
Community Services/ Library	Adequate assigned by Public Library
LED	Adequate LED UNIT is established
Motor Licensing	Adequate assigned by the Department of Transport

### C3.2.3 Organisational Structure



<b>Finance Department</b>					
• SM Finance (CFO)	-	1	-		1
• Budget and Treasury Office	2	-			2
		-			
• Income	3	-	2 (intern)		5
		-			
• Expenditure	2		2 (intern)		4
• Supply Chain Management Office	1		2( intern)		3
	8	1	6	-	15
<b>Corporate Services</b>					
• SM Corporate Services	-	1	-	-	1
		-	-	-	
• Administration	13	-	-	-	13
		-	-	-	
• Human Resources	2	-	-	-	2
• Information Technology	1				1
• LED and Tourism	1				1
• Youth	1				1
	18	1	-	-	19
<b>Technical Service</b>					
• SM Technical Service	-	1	-	-	1
• Development and Planning	1		-	-	1
			-	-	
• Roads	14		-	-	14
• Refuse	5		-	-	5
• Street Cleaning	6		-	-	6
• Estates	11		-	-	11
• Cemeteries	1		-	-	1
• Technical	6		-	-	6
• Other	6				6
	50	1	-	-	51
<b>Community Services</b>					
• SM Community	-	1	-	-	1
		-		-	
• Traffic	9	-	4	-	13
		-		-	
• Security	6	-	6	-	12
		-	-	-	
• Other	6	-	-	-	6
		-	-	-	
• Motor Licensing	2		-		2
			-		
• Learners License	5				5
•					
• Housing	1				1

• Library	6				6
	35	1	10	-	46
<b>GRAND TOTAL</b>	<b>113</b>	<b>5</b>	<b>16</b>	<b>1</b>	<b>135</b>

### Organization (Filled Positions)

The current structure indicates that the Municipality employs 130 employees.

Of the 5 critical posts (MM and sect. 56 posts) the post of Strategic Manager Technical Services is vacant.

The following Human Resource Policies have been adopted by Council and are being implemented: Recruitment, Delegations, Acting allowance, Leave, Staff Bursary Policies. The policies are revised as and when necessary.

The following institutional characteristics, issues and challenges impact on the future development of the Richmond Municipality and need to be taken forward in the Integrated Development Plan Process:

- The implementation in terms of the Employment Equity Act and the Skills Development Act is still a challenge. However, attempts have been made to comply during the recent recruitments.
- Improving the Organizational Performance Management System of the Municipality and ensuring that Strategic Managers cascade the system to all employees within the organization.
- Inadequate funding to develop skills of the staff, political office bearers and Ward Committees.

### C3.2.5 Human Resource Development

All employees have individual performance work plans that are assessed quarterly. This allows for the identification of skills needs to compile personal development plans. These needs will be included in the organisational Workplace Skills Plan.

### C3.3 Municipal Transformation and Organisational Development: SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>- 75% of Senior Management</li> <li>- Fully established and functional Supply Chain Management Committees</li> <li>- Political Stability</li> <li>- Work Place Skills Plan accepted and submitted in compliance</li> <li>- 70% of policies formulated and adopted</li> <li>- Existence of portfolio committees</li> <li>- Existence of Local labour forum</li> <li>- Registry Manual and archives act</li> <li>- Adoption and Implementation of Vehicle management policy</li> <li>- Appointment of fleet clerk</li> <li>- Existence of IT policy</li> </ul>	<ul style="list-style-type: none"> <li>- Limited experience in specific fields of expertise</li> <li>- Lack of supervisory skills (planning, people management, ineffectiveness)</li> <li>- Lack of capacity (Financial Resources) to successfully implement Municipal Turn Around Strategy</li> <li>- Portfolio committees not functioning adequately</li> <li>- Local labour forum not functioning adequately</li> <li>- Lack of proper Municipal building maintenance plan</li> <li>- Poor implementation of registry manual and a shortage of staff</li> <li>- Vehicle management policy is not fully implemented</li> <li>- IT policy not fully implemented</li> <li>- Limited capacity building for Councillors</li> <li>- Lack of funding to address skills shortages identified in skills audit</li> <li>- Inability to attract and retain adequately skilled and experienced</li> </ul>

	<p>staff</p> <ul style="list-style-type: none"> <li>- Inadequate implementation of Policies and Bylaws</li> <li>-</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>- Establishment of a panel of disciplinary specialists, by SALGA KZN, to preside over disciplinary enquiries</li> <li>- Availability of the Skills Development Act</li> <li>- Availability of the Labour Relations Act to ensure a successful working relationship between the Employer and the Employee</li> </ul>	<ul style="list-style-type: none"> <li>- Change in market/economic forces – global and regional markets/economies which cannot be controlled by local market (global economic recession)</li> <li>- Lack of integrated approach to service delivery planning and implementation between Municipality, District Municipality, Sector Departments and Parastatals</li> <li>- Lack of finalisation of job evaluations committees and implementation</li> <li>- The contractual employment of Section 57 officials threatens the continuity of service delivery</li> </ul>

#### **C4: SERVICE DELIVERY & INFRASTRUCTURE ANALYSIS**

Whilst preparing the Richmond Municipality Integrated Development Plan for 2013/14 in the revised format as introduced by the Department of Provincial and Local Government and as accepted by the Executive Committee of the Municipality in 2007, it has been ascertained that there are no measurable statistics available in terms of backlogs, the action to be taken to alleviate and address the backlog which would assist in meeting the Millennium Development Goals, National and Provincial Governments targets as well as the targets to be set by the Richmond Municipality.

In order to address this, the Municipality Set of Indicators has been developed, to address the 5 National Key Performance Areas in their order of priority. Ensuring the essential needs of the community has been met. This assist the municipality to measure progress made and to align with National and Provincial priority in Key Performance Areas in terms of service delivery.(refer to annexure E)

The Integrated Development Plan process and will thereafter encapsulate the contents of the Service Delivery and Budget Implementation Plans. A draft report will be submitted with the final IDP and budget to Council.

The information will also add value to the Performance Report required from each Municipality at the end of each financial year which is required to be submitted to the MEC, Local Government and Traditional Affairs.

However on assessing current realities the following can be ascertained:

#### **C4.1 Water and Sanitation**

Ward One (Richmond Village) is serviced in terms of reticulated water and sanitation; however, problems are experienced with regard to the dilapidated infrastructure and limited capacity of sewerage plant. In semi urban areas of Ndeleni and Hopewell households make use of communal water standpipes and self built VIP toilets. The following problems were identified; uneven distribution of services; inadequate reticulation, water wastage and illegal connections.

According to Richmond Set of Indicators which contains the actual information from a scorecard 2013/2014, which does not colarate to the table below. The information sourced from "Statistics SA" 2007 Survey as requested by the Province.

The following table identifies households indicating percentage distribution by type of water source within the Richmond Municipality

**Table 5: Percentage distribution of households by type of water source**

<b>Water Source</b>	<b>Census 2001</b>	<b>Census 2011</b>
Regional/local water scheme (operated by municipality or other water services provider)	48.92%	55.11%
Borehole	2.54%	8.59%
Spring	16.83%	5.23%
Rain water tank	1.11%	1.16%
Dam/pool/stagnant water	3.30%	6.17%
River/stream	20.90%	10.47%
Water vendor	1.40%	0.65%
Water tanker	-	8.64%
Other	5.00%	3.97%
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>

**Stats SA: Census 2011**

In 2007, 17. 9% of households obtained their water from rivers or streams, spring, borehole, dam, pools and rain water. This will be a contributing factor towards the outbreak of cholera. It is also indicated that 82.1% of households have access to pipe water within the Richmond Municipality

The following table indicates the percentage distribution of households by type of toilets facilities:

**Table 6: Percentage distribution of households by type toilet facilities**

<b>Toilet Type</b>	<b>Census 2001</b>	<b>Census 2011</b>
None	6.40%	3.04%
Flush toilet (connected to sewerage)	12.10%	12.64%
Flush toilet (with septic tank)	6.10%	7.68%
Chemical toilet	2.50%	18.39%
Pit toilet with ventilation (VIP)	6.50%	30.95%
Pit toilet without ventilation	65.50%	22.41%
Bucket toilet	-	0.46%
Other	0.90%	4.44%
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>

**Stats S A: Census 2011**

The above table indicates that there is significant progress in the delivery of Sanitation within the Richmond area.

## **C4.2 Solid Waste Management**

When the district wide Waste Management Plan is being formulated, the Municipality must ensure that inputs for a framework for integrated and sustainable waste management practices and must be supported by the following principles:

- The reduction of waste by encouraging prevention and minimization initiatives such as re-use and recycling
- The improvement of living environmental conditions of the community through environmental education and awareness, capacity building and cash generation for the poor through the establishment of sustainable buy-back centres
- The reduction of adverse environmental impacts of the waste produced
- To encourage the re-use of other waste types

Of great importance when assessing the backlogs identified, it is imperative on all service providers, role players, sector departments, UMgungundlovu District Municipality as well as the local municipality is to ensure that the provision of housing is coupled with the provision solid waste management.



**Table 8: Percentage distribution of households by type of refuse disposal**

Refuse Removal	No Of Households	Percentage
Removed by local authority/private company at least once a week	2551	15.52%
Removed by local authority/private company less often	256	1.56%
Communal refuse dump	228	1.39%
Own refuse dump	12064	73.38%
No rubbish disposal	1116	6.79%
Other	224	1.36%
<b>Total</b>	<b>16440</b>	<b>100.00%</b>

**Stats S A: Census 2011**

It is clear from the Table above that only 10, 4% of households within the Richmond area have access to refuse removal service which indicates there is huge backlog in the provision of this service. Currently 100% of urban households within the Municipality are covered by a waste collection system, whilst 0% of rural households are covered. It is therefore important for the Municipality to extend the refuse removal collection to other areas within the Municipal area or to have other alternative measure in place.

#### **C4.3 Transport Infrastructure**

The main road linkages in the Municipality is the R56 forming a north south corridor and links Pietermaritzburg, Richmond and Ixopo. The R624 links Richmond to the south coast and the R603 to the N3 corridor.

Richmond's location in terms of major transport routes and corridor development serves as a link between eThekweni and Gauteng and its location therefore creates numerous benefits and should work towards strengthening the economy of the area.

In terms of public transport, there are eleven routes which transport passengers within and outside of the Richmond municipal areas

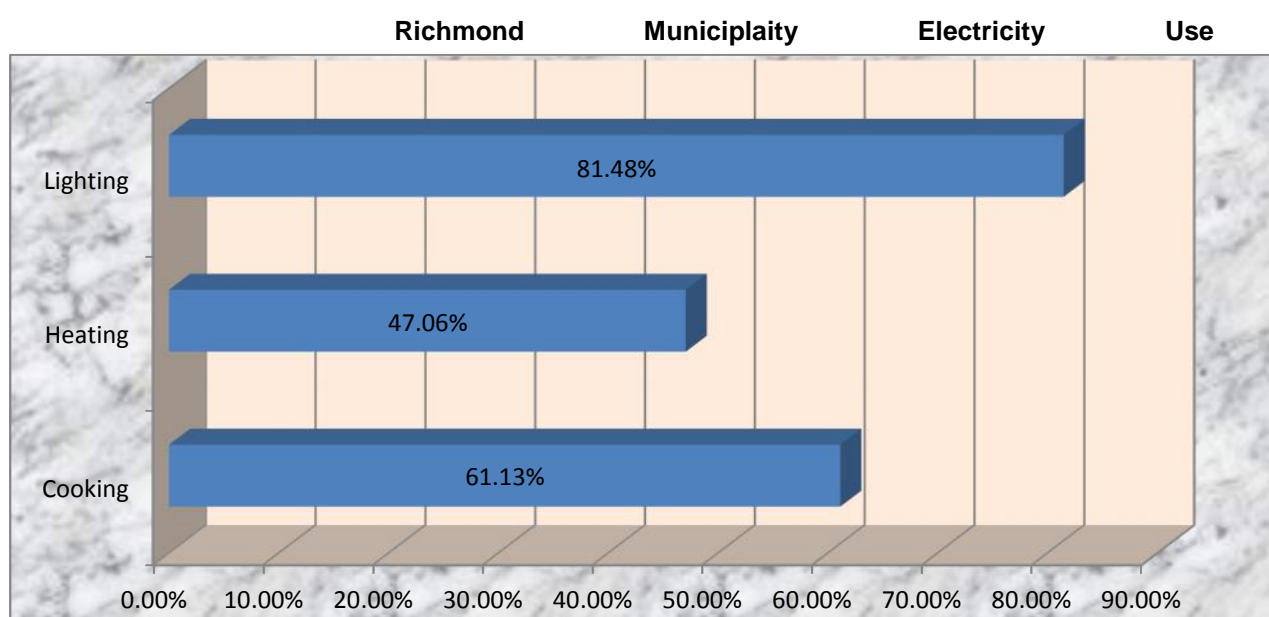
#### **C4.4 Energy**

ESKOM is a sole distributor of electricity in the Richmond Area. Most of the households in rural areas have no access to electricity. Other alternative sources of energy such as candles; paraffin, coal etc are utilized by households without access to electricity. The lack of access to electricity is attributed to inadequate bulk supply, poor access to areas due to topography and insufficient funding.

The following tables indicate percentage of household distribution by type of energy used for lighting, cooking and heating within the Richmond Municipality:

Cooking			Heating			Lighting		
Electricity	10050	61.13%	Electricity	7737	47.06%	Electricity	13395	81.48%
Gas	431	2.62%	Gas	217	1.32%	Gas	33	0.20%
Paraffin	819	4.98%	Paraffin	269	1.64%	Paraffin	165	1.00%
Wood	5019	30.53%	Wood	6360	38.69%	Candles	2684	16.33%
Coal	31	0.19%	Coal	70	0.43%	Solar	68	0.41%
Animal dung	10	0.06%	Animal dung	21	0.13%	None	95	0.58%
Solar	25	0.15%	Solar	25	0.15%	Total	16440	100.00%
Other	11	0.07%	Other	5	0.03%			
None	43	0.26%	None	1736	10.56%			
<b>Total</b>	<b>16440</b>	<b>100.00%</b>	<b>Total</b>	<b>16440</b>	<b>100.00%</b>			

**Stats S A: Census 2011**



**Figure 5: Household Uses of Electricity: Stats S A Census 2011**

The above Figure: indicates that there is significant improvement in the use of electricity in 2007 when compared to 2001 Census data. It indicates that there is an increase in the number of households having access to electricity

#### **C4.5 Access to Community Facilities**

The geographic spread of **sports facilities** within the Richmond Municipality indicates that only certain areas have access to these facilities. Sports fields are found at Hopewell, Argosy Farm, Ndalen, KwaGengeshe, Richmond Village and Phatheni. With the exception of the sports field at Ndalen the remaining sports fields are in a poor condition. The obvious lack of multipurpose sporting facilities in all wards is also evident

The spread of **community centres/halls** is also unevenly distributed in the municipal area. Community halls are found at Hopewell, Phatheni, KwaGengeshe, Magoda, Smozomeni, Siyathuthuka, Richmond Village and Ndalen while a Thusong Centre is located at Inhlazuka.

The following social services characteristics, issues and challenges impact on the further development of the Municipality and need to be taken forward in the Integrated Development Plan Process:

- The Municipal area is disadvantaged in terms of the provision of security and emergency services by public service sectors.
- Social facilities and programmes to deal with the HIV/AIDS have been developed however there is still a significant shortage of facilities to deal with this pandemic. The Municipality has established the local HIV/AIDS Council, the objectives and function of the council is its main objectives are to guide and facilitate the implementation in the Richmond Municipality of The National HIV and AIDS strategic plan and other related matters, facilitate, monitor and evaluate the protection, promotion and fulfilment of the rights affected and infected persons living with HIV and IDS in the Richmond Municipal area.
- There is inadequate burial space due to the high mortality rate. In attempt to address this challenge the municipality has engaged with the district municipality to identify suitable land for the establishment of the regional cemetery. This is being addressed in the Integrated Cemeteries and Crematoria Plan that is being compiled by the District Municipality.
- Even though Municipal Infrastructure Grant by the Department of Cooperative Governance and the Public Amenities Programme by the Department of Housing are addressing the backlog in terms providing funding for social infrastructure, the funding of operation and maintenance of such facilities is still a challenge.

## **C4.6 Human Settlements**

### **C4.6.1 Current Housing Demand**

The following information has been extracted from the Richmond Municipality Housing Sector Plan prepared by First Housing Consortium. This plan has been adopted by the Richmond Municipal Council. This plan will be used for delivery of housing. Detailed information is contained in the report.

The largest proportion of the population is based in the tribal authority areas. These areas are characterized by the low level of basic services and are relatively far removed from the major employment centres. The table below provides a summary of the data collected from the 2001 census in relation to housing typologies and therefore housing demand.

	Traditional	%	Slums	%	Employment levels	%
1	Area 5	41	Area 6	46	Area 4	23
2	Area 7	23	Area 2	20	Areas 5,6	13
3	Area 4	17	Area 3	14	Areas 2,3&7	10-13%
4	Areas 2,3,6	3-8				

Based on the information captured in the 2001 census, in terms of rural need based on household types area 5: Inhlazuka, should be assisted primarily (there is an existing project in that area providing 400 units, it is therefore suggested that an additional rural housing project be initiated in the new ward 5, area of Vumakwenza) thereafter, areas 7: Patheni (currently serviced with a rural project providing 700 units) and Gengeshe, Masangazana and Mgxobeleni (it is suggested that a further rural housing project be initiated in the Gengeshe Masangazana, Mgxobeleni area), thereafter area 4: Hopewell, Argosy Farm (which has been serviced by the 1600 site Argosy farm project)

While in terms of potential slums clearance or informal upgrade projects, the areas of greatest need are firstly Area 6: Ndaleni, Smozomeni, Emaswazini, (Insitu Upgrade project covering 800 sites suggested for this area) Area 2: Magoda, Town lands, Ekupholeni (currently covered by the Siyathuthuka P1 (758) and P2 (1000) projects) and thereafter Area 3: Baynesfield, Byrne, Sidakeni (Insitu Upgrade project covering 400 sites suggested for this area). (Siyathuthuka Phase 2 is an **active project with 1000 stands already conditionally approved by the Department which also include the Indaleni Area**)

The total demand for rural housing is has been calculated at 2089, while the total demand for slums clearance or informal upgrade projects has been calculated at 2589. Therefore the total estimated demand for housing in the Richmond Municipality is  $(2089+2589) = 4678$

#### **Current and Planned Housing Projects**

The following projects have been approved by the MEC and are being implemented currently and have been budgeted by the Department of Housing. These projects have been budgeted for and some not. Other projects are still going through the planning stage.

PROJECTS	NO.OF UNITS	AREA	WARDS	PROJECT STATUS
Phatheni Housing Project	700	Phatheni	6	Construction Phase has commenced
Zwelethu Housing Project	120	Baynesfield	3	Construction Phase
Siyathuthuka Phase 2 Housing Project	1000	Greater Ndaleni	2&6	Planning Stage
St Bernard's and Amandus Hill Housing Project( Land Reform Projects)	400	Nhlazuka	7	Planning stage
Nhlazuka Housing Project	1000	Nhlazuka	5	Planning Stage
Middle income Housing	—	Richmond Village	1	Planning Stage
Bhongoza Informal Settlement	—	Siyathuthuka	2	Planning Stage
Hopewell Housing Projects	—	Hopewell	4	Planning Stage

#### C4.7 Telecommunications

The growth of the Information Communication Technology (ICT) in the country has been noted as one of the most significant factors stimulating the economic growth. In the same light the importance of this sector has been recognised by the KwaZulu-Natal province, which has been translated into the Provincial Growth and Development Strategy and the Industrial Development Strategy. This sector has been acknowledged for its importance in the creation of a knowledge economy and as a contributor to social development and participation of the wider community through ICT enabled activities.

Presently, the Richmond Municipal does not have a developed ICT sector. However, with the coverage signal from Telkom, Vodacom, Cell C and MTN there is an opportunity for the ICT development.

#### C4.8 Service Delivery and Infrastructure: SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"><li>- Basic plant and equipment to implement responsibilities</li><li>- Fully established and functional Supply Chain Management Committees</li><li>- 90% of critical positions filled</li><li>- Political Stability</li><li>- The Municipality is financially viable</li></ul>	<ul style="list-style-type: none"><li>- Limited skills and experience in specific fields of expertise</li><li>- Lack of supervisory skills (planning, people management, ineffectiveness)</li><li>- Limited funding sources (new infrastructure, repairs to dilapidated infrastructure, appointment of appropriate number of employees)</li><li>- Slow turn around in the processes of Supply Chain Management</li><li>- Difficulty to retain adequately skilled and experienced staff</li><li>- Insufficient plant and equipment</li><li>- Lack of well-informed infrastructure and maintenance plans</li><li>- Lack of integrated approach to service delivery planning and implementation between Municipality, District Municipality, Sector Departments and Parastatals</li><li>- Lack of industrial or commercial municipal owned land for</li></ul>

	development of social and infrastructure projects  - Limited staff capacity to enforce compliance with legislative prescripts (PDA)
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>- Training and capacity building</li> <li>- Potential capital infrastructure grant from Sector Departments</li> <li>- Funding for the establishment of the PMU</li> </ul>	<ul style="list-style-type: none"> <li>- Impact of HIV/AIDS and chronic diseases</li> <li>- Negative political influence</li> <li>- Economic recession</li> <li>- Natural disasters</li> </ul>

## **C5: LOCAL ECONOMIC AND SOCIAL DEVELOPMENT ANALYSIS**

### **C5.1 Local Economic Development Analysis**

#### **C5.1.1 Municipal Comparative and Competitive Advantages**

South Africa is faced with the challenge of improving the quality of life of the poor and marginalised in an ever globalising world. Local government has been given the responsibility to improve the overall economic and social conditions within their respective local areas in order to encourage economic and employment growth and development. Local municipalities are therefore responsible for formulating necessary plans and strategies that will assist them and their economic partners to work together to address the challenges facing their respective local economies in an effort to improve the economic future and the quality of life for all the residents in the area.

The Richmond Municipality acknowledges that it has a legal obligation and political responsibility to ensure that it provides for the social and economic upliftment of local communities. Therefore the purpose of the LED is seen as one of the most important ways of decreasing poverty and should thrive to enhance the economic capacity of a local area to improve its economic future and the quality of life for all.

Richmond has the potential to develop economically but the capacity, institutions and budgets are not in place currently to implement sustainable local economic development strategies, although certain interventions have been identified which, upon successful implementation, could serve to boost the economic activities of the area.

From this perspective strategies must be developed to:



- Promote local ownership, community involvement, and local leadership on joint decision making
- Involve local, national and international partnerships between communities, businesses and government to solve problems, create joint business ventures and build local areas
- Use local resources and skills and maximising opportunities for development
- Involve the integration of diverse economic initiatives in an all-inclusive approach to local development, and
- Rely on flexible approaches to respond to changing circumstance at local, national and international level

In order to ensure that on development or review of relevant strategies, the Municipality is required to take into consideration the results of the recent census so as to ensure that responsive actions are targeted and address areas of concern.

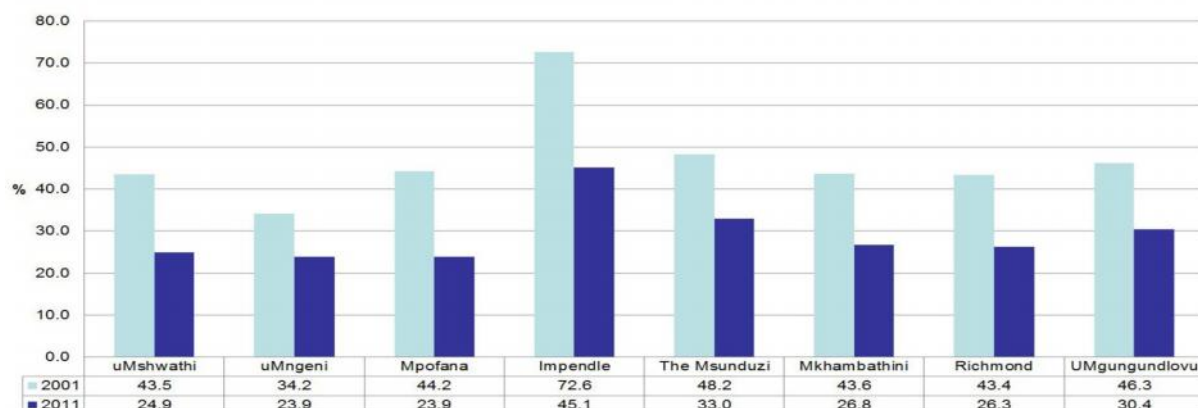
### **C5.1.2 Main Economic Contributors**

Richmond Local Municipality is primarily an agricultural community with agriculture contributing with 20% to the local GDP and 18.5% to the total employment of the Municipality. The primary agricultural operations undertaken in the municipal area relate to crop cultivation, poultry farming, citrus production, sugar cane farming and dairy and beef production. In addition to these, a few agri-processing plants also exist e.g. Enterprise Foods (Baynesfield). The Richmond Municipality has potential for agricultural initiatives or projects which could also be undertaken. These include micro-scale food processing initiatives, cooperative initiatives (piggeries, mushroom farming, maize and bean crop production), a chicken abattoir and a frozen vegetable plant.

The municipal area also consists of significant forestry plantations. The plantations are owned by private medium scale farmers, corporate organisations and others. This provides economic opportunities for value adding industries to emerge within Richmond for example timber construction, furniture manufacturing, charcoal and bio fuel production, etc. Richmond Municipality is predominantly a monocultural area because of the extensive sugar cane and timber plantations located in its various areas. A considerable area, in excess of 50% of the total land area is devoted to monoculture. After monoculture, commercial farming is the biggest land-user in the Richmond Municipality. As is the case with monoculture, commercial farming has a substantial impact on the environment. Subsistence farming occurs in most of the peri-urban and rural/tribal settlements in the Richmond Municipality. Subsistence agriculture takes on a number of forms such as farming with cattle, other livestock, vegetables, grains, fruits etc.

### C5.1.3 Employment and Income Levels

**Unemployment rate by Local Municipalities in UMgungundlovu District**



### C5.1.4 Small Medium and Micro Enterprises

Information in this sector comes from surveys conducted as part of this study in March 2011 in Richmond. The small business sector plays a crucial role in the national economy. SMME is considered to be one of the major sources for employment creation and community growth. As identified in National Small Business Act, No. 102 of 1996, "small business" means a separate and distinct business entity, including cooperative enterprises and non-governmental organisations, managed by one owner or more which, including its branches or subsidiaries, if any, is predominantly carried on in any sector or sub-sector of the economy and which can be classified as a micro-, a very small, a small or a medium enterprise.

The SMME sector in the Richmond Municipality includes wholesalers and retail traders. Its contribution to GDP is about 9.9% while it contributes 10.7% to the employment of the municipality. Majority of businesses are concentrated in the town of Richmond as a result of the strategic location of town at the intersection of a number of main roads. This makes the town an important commercial and service centre for other surrounding areas.

SMMEs in Richmond focus their business on the following activities:

catering & accommodation, retail trade and allied services, construction, manufacturing, restaurants & taverns, dairy farms, general dealers, supermarkets, butcheries, professional & financial services, bricks/ blocks manufacture, burial services, liquor retailers, consumer sales & other services, motor repairs, beauty salon, bakery, cleaning services, computer repairs, electrical appliance, hardware retail, laundry services, light engineering services, radio & TV repairs, clothing and textile, and security services.

#### **Strategic Guideline**

SMMEs in this Municipality are desperate. They receive no assistance from the Municipality or government agencies such as SEDA. This situation reduced the mutual trust and synergies between municipal officials and business operators in the area. Therefore an effort needs to be made to address the above issue.

### **C5.1.5 Agriculture**

Richmond Local Municipality is primarily an agricultural community with agriculture contributing with 20% to the local GDP and 18.5% to the total employment of the Municipality.

The primary agricultural operations undertaken in the municipal area relate to crop cultivation, poultry farming, citrus production, sugar cane farming and dairy and beef production. In addition to these, a few agri-processing plants also exist e.g. Enterprise Foods (Baynesfield). The Richmond Municipality has potential for agricultural initiatives or projects which could also be undertaken. These include micro-scale food processing initiatives, cooperative initiatives (piggeries, mushroom farming, maize and bean crop production), a chicken abattoir and a frozen vegetable plant.

The municipal area also consists of significant forestry plantations. The plantations are owned by private medium scale farmers, corporate organisations and others. This provides economic opportunities for value adding industries to emerge within Richmond for example timber construction, furniture manufacturing, charcoal and bio fuel production, etc.

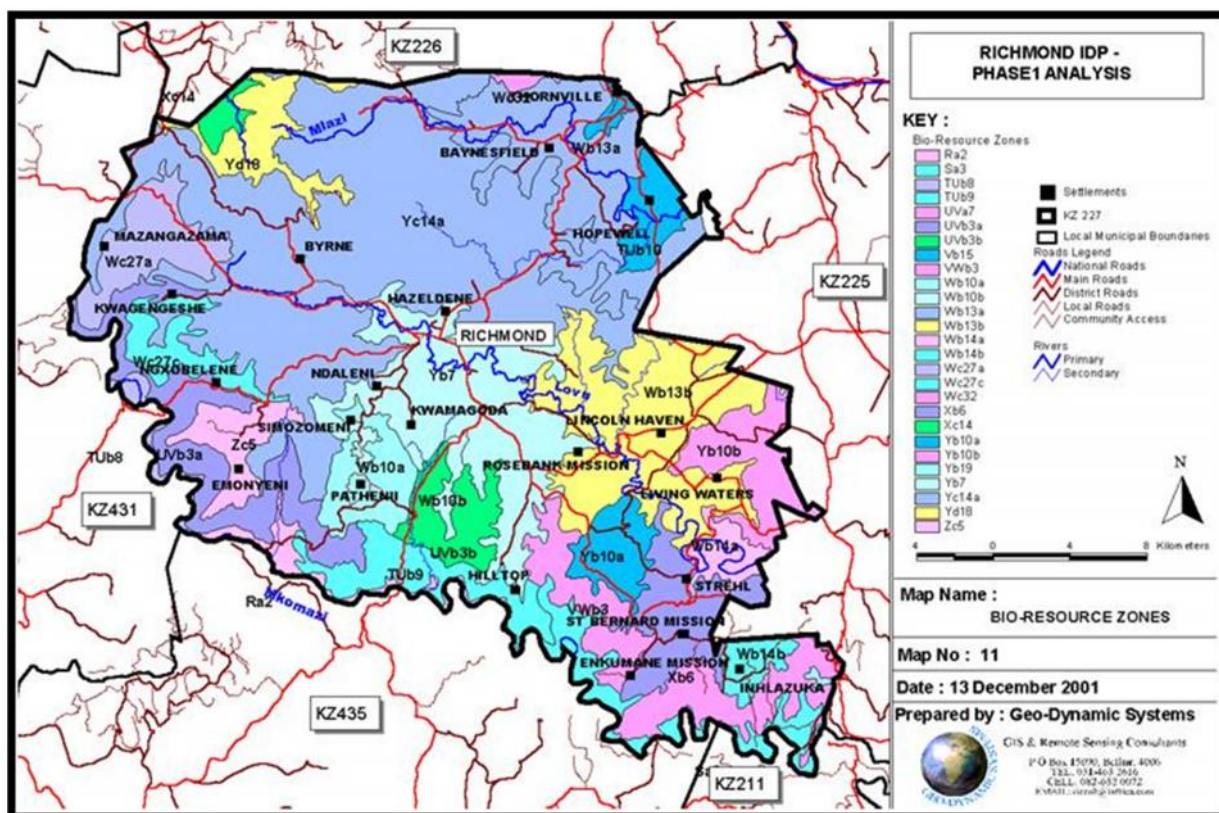
Richmond Municipality is predominantly a monocultural area because of the extensive sugar cane and timber plantations located in its various areas. A considerable area, in excess of 50% of the total land area is devoted to monoculture. After monoculture, commercial farming is the biggest land-user in the Richmond Municipality. As is the case with monoculture, commercial farming has a substantial impact on the environment.

Subsistence farming occurs in most of the peri-urban and rural/tribal settlements in the Richmond Municipality. Subsistence agriculture takes on a number of forms such as farming with cattle, other livestock, vegetables, grains, fruits etc.

#### **Agricultural Potential**

The agricultural potential of an area is dependent on soils and climatic conditions. The central, northern and western areas are characterised by high potential land (accounts for approximately 60% of municipal area), areas in the northern, eastern and western have good potential agricultural land (approximately 21% of municipal area), 3% is considered to have moderate land potential, 5% has low land potential and 11% has restricted land potential. The schedule below gives an indication of the Bio Resource Units found in the municipal area:

The Richmond Municipality is well endowed with high agricultural potential land, which should be preserved and protected from the encroachment of settlement development. The local economy is largely dependent on agricultural activities with commercial agriculture and forestry dominating the land use. However, access to land as a resource should be broadened using appropriate government programmes to include the previously disadvantaged groups. Agricultural land provides an opportunity for local economic development and job creation in Richmond. Its value should be enhanced and local communities assisted to make optimal use of this land.



### Key Agricultural Activities

Opportunities for expansion in agriculture as follows:

- Micro-scale food processing initiatives, cooperative initiatives, a chicken abattoir and the expansion of the frozen vegetable plant.
- Value adding industries in the forestry sub-sector such as construction timber, furniture manufacturing, charcoal and bio fuel production.

Agriculture is inextricably linked to land and access to land. Land reform programmes are seen as providing an opportunity for the inclusion of previously disadvantaged groups in agriculture and therefore the opportunity for local economic development and job creation.

Agriculture in Richmond faces various **CHALLENGES** that are not unique to Richmond:

- High cost of hiring skilled agricultural labour,
- Limited access to funding particularly for subsistence farmers,
- Poor infrastructure and limited access to services and
- Limited value adding processes.

**OPPORTUNITIES** identified include the following:

- Readily available unskilled labour for farming activities,
- Location of Richmond (proximity to markets),
- Expansion of base market for agro-processing and value adding processes,
- Increase in the availability of land for cultivation on a commercial scale, and
- Capacity building skills development and massification of community gardens to supply local markets.

### C5.1.6 Tourism

Richmond has the potential to become the destination of choice for tourists to KwaZulu-Natal and South Africa, especially for those tourists who desire the country ambience. The warm



temperatures, summer rainfall, scenic beauty and environmental significance of the area make the climate excellent for tourism in Richmond Municipality. The area is sometimes described as the Drakensberg escarpment containing a number of scenic attractions and unique experiences that require establishment and aggressive marketing.

Apart from agriculture and other development initiatives, tourism can also play a pivotal role in the advancement of communities. The survey organised in the Richmond Municipality has indicated the following:

Table Characteristics of the Tourism Sector in Richmond

NO	DESCRIPTION
1	The majority (99%) of people frequenting Richmond are domestic tourists mainly coming from KZN
2	33% of tourists frequenting Richmond are on package tours mainly because they liked accommodation and local transport. A package tour consists of <a href="#">transport</a> and <a href="#">accommodation</a> advertised and sold together by a vendor known as a <a href="#">tour operator</a> . Other services may be provided like a <a href="#">rental car</a> , activities or outings during the holiday.
3	Given the safety concern, 66% of tourists frequenting Richmond preferred to explore the area accompanied by a tour guide and not alone.
4	66% of tourists frequent Richmond with the expectation of seeing how the area is organised, to experience the rural life style and to understand the historical background of the area.
5	33% of tourist stakeholders pointed out that Richmond has a lot to offer in terms of its history, but this has been provided in an uncoordinated way. For instance, the historical products of the area such as old churches, old museum and scenic beauties should be better promoted
6	The majority of tourists interviewed pointed out that their expectations of Richmond were not met. Despite the beauty of the scenic and natural landscapes, nothing has been organised, the area is quite dirty, the litter and general appearance is not very appealing.
7	Tourist stakeholders highlighted that the following need to be upgraded, improved or established in order to attract outside people: Museum, local art and craft galleries, adventure activities, bike ride, shopping centres, African cultural villages, religious gathering and ceremonies, the political and historical significance of town, good accommodations including Hotel, Guest-lodge, Bed & Breakfast.
8	The majority of tourists in Richmond stay at Roseland Outdoor Centre and spend between R100 to R300 per day in local shops. 90% of tourists spend on food and beverages, while others buy souvenirs/ arts and crafts.
9	Stakeholders have pointed out that some concerns hinder the growth of the tourism sector in Richmond. These include: the town is dirty and not attractive to tourists, Street traders are scattered in the town and are not organised, The municipality does nothing to advertise any of the tourism products of the area Hygiene of the area needs to be closely examined

Source: Urban-Econ Surveys (2011)

Tourism assets within the Richmond Municipality include the following assets and heritage sites:

- Blarney Cottage
- Carnarvon Masonic Lodge
- Bambata Rebellion Burial Site
- Herbert and Cecil J Rhodes cotton farm in Inhlavini Valley

- Beaulieu Dam
- Game Ranches
- Highover Nature Reserve
- Byrne Village (cultural heritage)
- Richmond-Byrne and District Museum

In addition, the Richmond area is recognised for its scenic and natural landscapes. The Umkomaas Valley, with its linkages to Inhlazuka and Hella Hella, provides an ideal opportunity for eco tourism and outdoor/adventure tourism initiatives. Tourism related activities which can be encouraged in these areas include the following:

- Establishment of cultural villages.
- Establishment of viewing points/decks.
- Craft centres.
- Hiking.
- Mountain Biking.
- Horse riding
- River rafting etc.

The above-mentioned tourism activities offer tourists an ideal opportunity to experience the attractive landscape found within the Richmond Local Municipality. However, for such activities to occur, a proper marketing strategy is essential. This emphasises the need for the Municipality to develop an overall tourism strategy for the Municipal wide area. The focus for tourism development should be along the southern boundary of the municipal area (Umkomaas Valley). In addition the LED strategy identified a potential eco-tourism venture on the farm Process Kraal.

**CHALLENGES** facing this sector:

- Uncoordinated approach to tourism potential which results in tourist expectations not being met
- Services, accommodation, political and historical significance of town, African cultural villages, adventure activities are not properly established and marketed
- Unappealing state of the town and limited aggressive development

**OPPORTUNITIES** presented by this sector:

- Development of tourism corridor and eco-tourism site inclusive of tourism route from Ingwe Municipality to the Drakensberg including outdoor adventure activities, bike rides, etc.
- Development of Beaulieu Dam for sporting activities and related tourist or cultural activities

Aggressive marketing of tourist destinations and development of establishments

### **C5.1.7 Manufacturing**

Manufacturing is among the major sectors in the Richmond economy, contributing with 24.0% to GDP and 15.4% to the total employment of the municipality. As per the agricultural sector, manufacturing in Richmond Municipality is polarised between highly developed manufacturing enterprises and subsistence manufacturers. Manufacturing in the form of timber processing is significant with big companies such as NCT Forest, Sappi and Mondi dominating the area.

However, apart from the aforementioned large manufacturing companies, other manufacturing businesses of the small scale variety include among others the brick and block manufacturing.



Richmond has a number of local black economic empowerment (BEE) companies that manufacture bricks and blocks. These companies use the sand and water from the nearby river. The concrete is compacted into the moulds by hand-compaction to manufacture bricks and blocks. The targeted market is the building of government houses, as well as community and other type of building.

No	DESCRIPTION
1	Timber preservation
2	Labour rails and bulbar
3	Freezing fresh vegetables
4	Manufacturing of kitchen cabinets and bricks
5	Vegetable and citrus production and packaging
6	Growing and packaging of seeds for sale

**CHALLENGES** facing this sector:

- Complicated legal issues and bureaucratic red tape
- Limited access to funding and services and poor infrastructure
- Skills shortage including: harvesting, critical thinking, management, business skills, etc
- Planning and zoning regulations including and most importantly land availability

**OPPORTUNITIES** presented by this sector:

- Skills development and capacity building with possible partnerships with FET Colleges
- Stimulate entrepreneurial spirit to develop sector (especially among the youth)
- Partnerships for the release and development of land for manufacture / industrial development

Development and implementation of Municipal policies which are developmental orientated

#### **C5.1.8 Services**

#### **C5.1.9 Mining**

#### **C5.1.10 Local Economic Development: SWOT Analysis**

##### **Strengths**

The climatic conditions in Richmond Municipality are good for many sectors including tourism, and agriculture. The average temperatures range from 14.2°C to 16.3°C. A higher temperature range is found in the Mkomazi River Valley with a range of between 17.9°C and 19.8°C. The average maximum of 27°C in January drops down to a minimum of 3°C in July with humidity.

A number of land claims were settled and some areas of land (2073 ha) are now available for farming and housing development in the Municipality.

The agricultural sector is fairly well developed, especially in the area of timber production and it provides employment to many people in the area.

The majority of the manufacturing companies in the Richmond Municipality are still planning to expand their businesses for both local and international markets. This is an indication that Richmond is a good area in which manufacturing companies can grow.

The main road linkages in the municipality are the R56 forming a north-south corridor and links Pietermaritzburg, Richmond and Ixopo and the R624 linking Richmond to the coast. These roads put Richmond in a strategic position between Durban and Pietermaritzburg.

## **Weaknesses**

The history of Richmond Municipality has been presented in various documents, including IDPs and the like. However, this history has never been capitalised on as a key tourism product that can attract a large number of interested tourists to the area.

The good climatic conditions and temperatures found in Richmond are not yet marketed as important tourism products.

Shelter and decent accommodation is still a challenge in the Richmond Municipal area with only 0.4% of the population having good accommodation. There is a serious backlog in the building of RDP houses. Cemeteries in some wards are full and need to be upgraded. There are no crèches in some wards.

The high level of unemployment and the low income level in the Municipality impact negatively on the limited buying power of the population. Consequently, shops and retailers face challenges to keep their business operating in the area.

There are backlogs in the provision of access to water, electricity, sanitation and refuse removal. Sport facilities, recreational areas and health facilities are limited. Some schools and other educational facilities are in poor condition and do not have water or electricity.

The process of land redistribution has been very slow. Although the Restitution of Land Rights Act, No. 22 of 1994 gives communities or individuals the right to reclaim their lost land, this process has been tempered with many obstacles and some land claims are not yet resolved.

Challenges related to the agricultural sector include the difficulty in accessing many areas of agricultural land, especially for the previously disadvantaged individuals. It is also difficult to buy certain agricultural and farming feeds, agricultural chemicals, pumps and pipe connections. There is also a skills shortage in certain areas of the agricultural sector.

The ICT sector in Richmond faces a number of challenges including network problems and the difficulty in accessing electricity in the area.

A large proportion of the Municipality is rural, with little social and physical infrastructure. Apart from the R56 and the R624, many other roads in the rural areas are in a poor condition and need to be upgraded.

With regard to small businesses, the Municipality does not currently have a small business development strategy that can regulate and organise this sector. Small businesses have limited access to information and advice, to procurement and market opportunities, to finance, to business premises and to business licensing and operating permits.

## **Opportunities**

The age distribution shows that the Municipality is predominantly constituted with young people with 73.2% of the population under the age of 34 years. This indicates that the Municipality has a pool of economically active individuals capable of developing the area.

The house or brick structure on a separate stand or yard and the traditional dwelling/hut/structure made of traditional materials dominate the municipality with 40.2% and 31.2% respectively. This presents an opportunity for the construction industry to bring new development into the area.

Opportunities exist in the Municipality to make life better for all by providing various services including water, electricity, sanitation, etc. This will create more job opportunities and will also reduce poverty.

The agricultural sector has the opportunity to create employment and alleviate poverty in Richmond through the cultivation of crops such as cabbage, dry bean, potatoes, grass, tomatoes, wheat, carrots, beans, grass, oats, maize, peas, nuts, sugar cane, sorghum, canola; and by improving the grazing capacity. Additionally, agro-processing and wood factories can be established in the Municipality

Richmond is sometimes described as the Drakensberg escarpment. The area contains a number of scenic attractions and unique experiences that may attract tourists if an aggressive marketing is put in place. The Umkomaas Valley, with its linkages to Inhlazuka and Hella Hella, provides an ideal opportunity for eco tourism and outdoor/adventure tourism initiatives.

The manufacturing sector has an opportunity to create employment through the biofuels, sewing, wood and wood products, honey production, and bricks and blocks manufacturing.

The ICT sector has the opportunity to create a knowledge economy and to contribute to social development and participation of the wider community through ICT enabled activities.

## **Threats**

In the 1996 census Richmond had 61 673 people, in the 2001 census, the total population of the Richmond Municipality was 63 222 people. This shows a marginal population growth inclusive of the 2011 census.

Further, with 73.2% of the population made up of youth, this will exert great pressure on educational and recreational resources in the Municipality in the near future. In the longer term, there will be a surge in the demand for job creation.

The level of education in Richmond Municipality is very low with 12% of people having no school education at all. In certain wards, some official high schools have closed down because of the low enrolments. This definitely constitutes a threat to the future generations as well as to investors.

Unstable electricity and water supplies affect the entire economy of the municipality in general and SMMEs and shops in particular. While Eskom is making substantial progress with regards to rural electrification, the dispersed nature of settlements renders provision of electricity to all of them, economically unviable.

Environmental degradation continues at alarming rates and remains a serious concern not only in the Municipality but in South Africa as a whole. Degradation of the climate limits the growing of the grass which results in lack of feed for stock during winter months.

There is concern about the relocation of shops, companies and factories such as the bacon factory at (that was slaughtering or sticking pigs) out of Richmond. Factories and shops are among the pillars of the manufacturing sector of the area and their relocation will deeply impact on the employment and GDP of the Municipality.

HIV/AIDS, crime and domestic violence are among the social threats in the Richmond Municipality. As per other municipalities, there is an increasing perception that crime in Richmond is high. Also, the HIV/AIDS rates in the Municipality as is the case in other areas, are high. The impact of the epidemic on the economy is that it will result in the early deaths of young skilled, semi-skilled and unskilled workers, resulting in increased operating and training costs as well as reduced overall productivity.

## **C5.2 Social Development Analysis**

### **C5.2.1 Broad Based Community Needs**

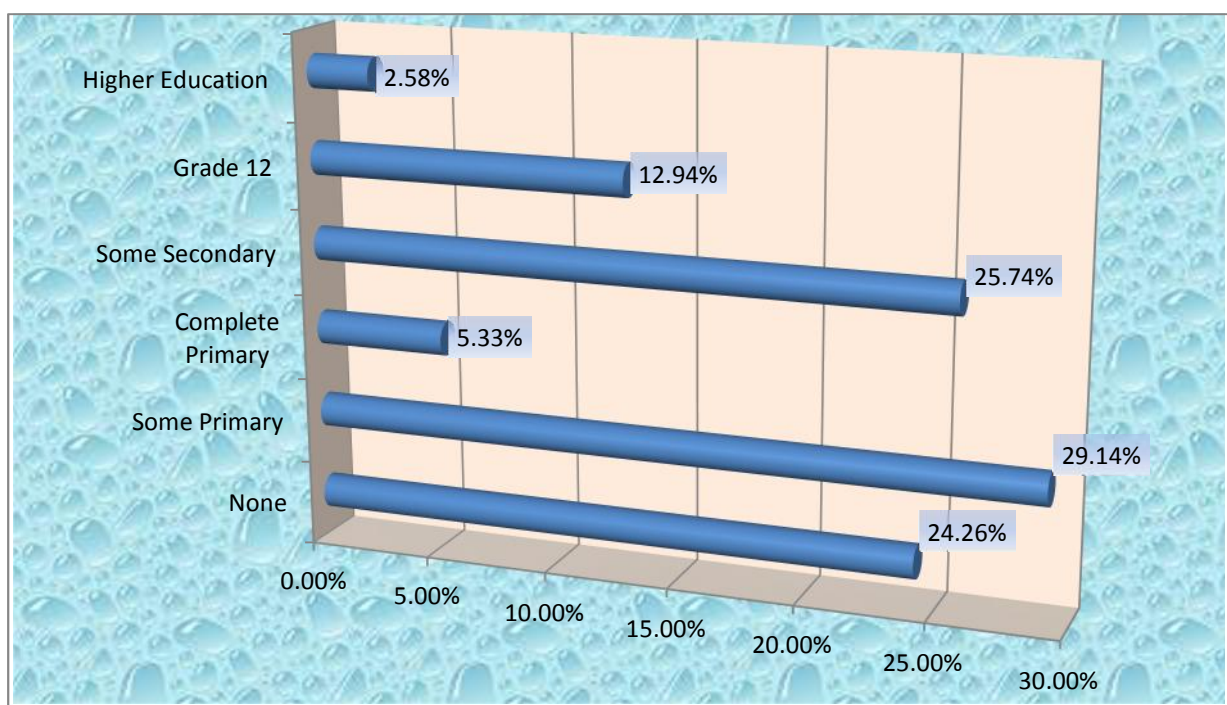
### **C5.2.2 Education**

#### **The following tables indicates educational levels**

Education levels have a major bearing on the quality of life. The inability of an individual to perform certain basic functions due to illiteracy is also part of elements that define human poverty. Low educational levels are likely to push individuals to unemployment and to low paying jobs. Low educational levels also limit the ability of an individual to learn new skills, to be trained and developed.

The Richmond Municipality has intervened on the poor matric pass rate in the area of Richmond. The Municipal Mayor has identified a matric programme to boost the percentage of the matric pass rate, he personally paid a visit to all the schools around in Richmond and assessed on how pupils are being taught and the conditions of the classes, material available and the capacity of staff available. Thereafter he held a principals forum meeting in three different circuits (Mkhambathini, Richmond and Msunduzi Circuit) to find a way forward to further assist with future education of young pupil of Richmond.

## **Education Levels**



*Stats SA: Census 2011*

It is indicated that 60% of individuals ranging from no formal education to primary levels are dominant within the Richmond Municipality. Only 2.58% of individuals had higher education.

### **Specific issues relating to education to be addressed include:**

- ❖ The quality of educational facilities
- ❖ Low literacy levels
- ❖ Lack of water, sanitation and the infrastructure of most schools is a health hazard to the pupils.
- ❖ The availability of resources to assist learners in their educational requirements and further the availability of facilities and information relative to bursaries, etc
- ❖ The inability of rural areas to attract high quality educators
- ❖ Limitations in regards to subjects offered at schools
- ❖ Inadequate coordination and targeted adult education and literacy programmes

### **C5.2.3 Health**

Health services in the Municipality are provided by the Provincial Department of Health. The following health facilities are found in the municipal area:

- Richmond Hospital
- Provincial clinics in Richmond, iNdaleni and eMbuthisweni
- Private clinic in Inkumane
- Six mobile clinic ports
- Private doctors and district surgeon

Health Facilities are not well distributed throughout the Municipal area, clinics are mainly located along main transport routes making access to these facilities relatively difficult to people residing in deep rural areas of the municipality.

### **Impact of HIV/AIDS**

Further, it has been estimated that between the years 2000 and 2010 approximately seven million South Africans will die from HIV/AIDS related diseases. The number of deaths from HIV/AIDS will be considerably larger than that from any other single cause of death and will probably double the number of deaths from all other causes combined. It is indicated that UMgungundlovu District Municipality accounts for 23% of the KwaZulu Natal HIV/AIDS cases. Richmond Municipality has the highest number at of HIV positive people in the District as compared to other Municipalities within the District.

The likely effect of HIV/AIDS on **social systems**:

- Poor households are more vulnerable and the epidemic is likely to deepen poverty and compromise upward mobility:
- Changing demand for housing, education and other community facilities:
- A greater demand for health care facilities: and
- A greater demand for financial support for orphans, child headed households and households run by grandparents
- A negative population growth rate, is affecting the sustainability of projects that are based on certain population projections

The likely effect of HIV/AIDS on the **economic systems**:

- A shift from savings to current expenditure, thus limiting fixed investment and economic growth
- Possibility of 'technological deepening' of the economy as a result of higher absenteeism rates:
- Further erosion of household savings and skills shortage, and increased spending on pharmaceuticals and funerals

In light of the above, the agricultural sector will suffer most as it relies heavily on the availability of a physically active workforce.



## **HIV AND AIDS**

**FIGURE 1: HIV AND AIDS GRAPH**

	<b>AIDS</b>	<b>HIV</b>
KwaZulu-Natal	115,223	1,319,154
KZN - DC22 uMgungundlovu District Municipality	11,473	129,909
KZN227: Richmond Local Municipality	771	8,716

GLOBAL STATISTICS 2008

The above HIV and AIDS graph shows the amount of people who are affected by HIV/AIDS from the Provincial level, District level and the Local level. Aids Council is in place and functional in Richmond Municipality.

### **C5.2.4 Safety and Security**

Richmond Municipality has a number of programmes aimed at promoting compliance with Road Safety Act.

Hereunder are the programmes;

- Road Safety awareness campaign targeting schools
- Road Blocks especially in festive season and Easter Holidays dealing with drunk driving, seatbelt, overload, vehicle fitness and so on.

### **Community Policing Forum**

The Municipality has functional Community Policing Forum. The Forum meets once a month. Stakeholders who are part of the forums are;

- South African Police Services
- Municipal Traffic Police
- Non Governmental Organisations
- Ward Committee members
- Councillors

The aim of the forum is to address crime within the Municipality.

### **C5.2.5 Nation Building and Social Cohesion**

Richmond Municipality has been involved in a number of cultural and sporting activities. The most critically event which the Municipality has participated since 1998 is SALGA Games. The games aspire to promote sound inter-Municipalities relationship and social cohesion between the Municipalities by using sport as a vehicle to forge sustainable partnership and further strengthen existing relations.

In addition to SALGA games the Municipality has a number of sport and recreation programmes including Art and Culture which aimed at promoting the sport. Hereunder are the programmes;

- Identification of all federations and the establishment of those that are needed.
  - Mayoral Cup
  - Promotion of school play in primary and High school
  - Programme aimed at developing potential of physical challenged people, namely, Richmond Riders and Runners and Seven wheel Chair Race.
- Facilitation of Annual Reed Dance

### **C5.2.6 Community Development with particular focus on Vulnerable Groups**

### **C5.2.7 Social Development: SWOT Analysis**

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"><li>- Full complement of Senior Management in the department</li><li>- Fully established and functional Supply Chain Management Committees</li><li>- Political Stability</li><li>- Satellite Libraries in Hopewell and Inhlazuka</li></ul> <p>The Availability of the Operation Sukhuma Sakhe Forum</p> <ul style="list-style-type: none"><li>- Increased Service Delivery to Learners Centre now operational 5days a week</li></ul>	<ul style="list-style-type: none"><li>- Lack of available land for Housing Development (Hopewell)</li><li>- Staff shortages at community facilities</li><li>- Lack of adequate basic services</li><li>- Lack of plans to guide the functioning of the Operation Sukhuma Sakhe</li><li>- Lack of HIV/AIDS, Arts and Culture, Gender, Sports and Recreation programmes</li><li>- Lack of structure for sporting codes</li></ul>

<ul style="list-style-type: none"> <li>- Availability of Community Services Facilities (Community Halls, Sportsfields)</li> <li>- Availability of Disaster management plan</li> <li>- Availability of Housing Sector plan</li> </ul>	<ul style="list-style-type: none"> <li>- Limited coordination between UMDM and local disaster officers</li> <li>- Lack of maintenance plans in respect of community facilities</li> <li>- Non collection of traffic fines</li> <li>- Lack of signed lease agreements iro Thusong Centre</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>- Access to Flagship Committee for implementation of identified project and programmes</li> <li>- Execution of Warrant of Arrests to collect outstanding funds</li> <li>- Training and Capacity Building</li> <li>- Implementation of Cyber Cadet Programme</li> </ul>	<ul style="list-style-type: none"> <li>- Teenage pregnancy, drug and substance abuse</li> <li>- Non payment of monies due by Department of Justice</li> <li>- Impact of HIV/Aids and chronic diseases (consumption of resources in terms of programmes and awareness campaigns)</li> <li>- Non functional Flag Ship Committee</li> <li>- Impact of HIV/AIDS</li> <li>- Delays in grant approval for housing projects</li> </ul>

## **C6: MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT ANALYSIS**

### **C6.1 Financial Viability and Management Analysis**

#### **C6.1.1 Capability of the Municipality to Execute Capital Projects**

- The Richmond Municipality funds its capital projects from MIG and own revenue. In the total of R24,8m projected for the 2013/14 financial year, MIG constitutes 63,5% and own revenue forms 9%
- Currently the position of HOD Technical services is vacant however there is an acting person to the post. Also interviews have done so the post will be filled at beginning of financial year under review. PMU appointments have also been finalised.
- The municipality has appointed Consulting Engineering firms to assist with the Project Management for all capital projects.

#### **C6.1.2 Indigent Support (Including Free Basic Services)**

#### **C6.1.3 Revenue Enhancement and Protection Strategies**

- The municipality has developed a Revenue & Enhancement Strategy that has been approved by council that entailed the followings issue:
  - *Accurately Billing customers on a regular basis(Data Cleansing exercise, Indigent Application Process, Improved Debt Collection procedures, and Affordable Tariff Setting*
  - *Cost Cutting measures*
  - *Infrastructure Refurbishment*
  - *Expenditure analysis and reduction*
  - *Grants and subsidies*
  - *New sources of revenue*
  - *Rental of Hawkers sites and SMME units*
  - *Fines for illegal trading*
  - *Traffic control*
  - *Promote Tourism& Farming*
  - *Improve on Value Added Tax returns*

#### **C6.1.4 Municipal Consumer Debt Position**

Current debt stands at R11,1MILLION

#### **C6.1.5 Grants and Subsidies**

For financial year 2013/14 this municipality will receive **R59,6m** for both operational & capital grants

#### **C6.1.6 Municipal Infrastructure Assets and Maintenance (Q & M)**

All assets are maintained through repairs and maintenance budget. Also we have insured all municipal Infrastructural assets

#### **C6.1.7 Current and Planned Borrowings**

None

### **C6.1.8 Municipality's Credit Rating**

N/A

### **C6.1.9 Employee Related Costs (Including Council Allowances)**

The projected spending R31m on salary related expenditure which is

### **C6.1.10 Supply Chain Management (SCM)**

The municipality has established all three SCM Bid committees and are fully functional. However there are slight challenges since tight schedule of meetings.

## **C6.2 Financial Viability and Management: SWOT Analysis**

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"><li>- 75% of Senior Management</li><li>- Fully established and functional Supply Chain Management Committees</li><li>- Political Stability</li><li>- Unqualified audit reports</li><li>- Implementation of free basic services (refuse, electricity)</li><li>- Sound reserves and liquidity</li><li>- Adoption of financial related policies</li><li>- Availability of a Audit Committee and Internal Audit</li><li>- Availability of the Revenue Enhancement Strategy</li></ul>	<ul style="list-style-type: none"><li>- Shortage of staff</li><li>- Limited sources of funding and revenue</li><li>- Delayed implementation of SCM processes</li><li>- Slow turn-around time with SCM Bid Committees</li><li>- Inability to attract and retain adequately skilled and experienced staff</li><li>- Dependency on government grant funding</li><li>- Non-payment of rates and service charges (Low debt recovery rate)</li></ul>

<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>- Implementation of Municipal Property Rates Act</li> <li>- Internship programme made available through funding from FMG</li> <li>- Implementation of enabling legislation (Municipal Systems Act, National Credit Act)</li> </ul>	<ul style="list-style-type: none"> <li>- Unfunded mandate (e.g. library, landfill site) <i>(note to strategy: In terms of Constitution – library functions does not fall within the ambit of local municipalities)</i></li> <li>- High staff turnover</li> <li>- Economic Recession</li> </ul>

## C7: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

### C7.1 Good Government Analysis

#### C7.1.1 National & Provincial Programmes Rolled-out at Municipal Level

The Richmond Municipality organizational will be guided by the following principles:

<b>CONSULTATION</b>	
<ul style="list-style-type: none"> <li>- <b>You can tell us what you want from us</b> You will be asked for your views on existing public services and may also tell us what new basic services you would like. All levels of society will be consulted and your feelings will be conveyed to Ministers, MECs and legislators.</li> </ul>	<u>The Principle:</u> You should be consulted about the level and quality of the public services you receive and, wherever possible, should be given a choice about the services that are offered
<b>SERVICE STANDARDS</b>	
<ul style="list-style-type: none"> <li>- <b>Insist that our promises are kept</b> All national and provincial government departments will be required to publish service standards for existing and new services. Standards may not be lowered! They will be monitored at least once a year and be raised progressively.</li> </ul>	<u>The Principle:</u> You should be told what level and quality of public services you will receive so that you are aware of what to expect.

<b>ACCESS</b>	
<ul style="list-style-type: none"> <li>- <b>One and all should get their fair share</b> Departments will have to set targets for extending access to public servants and public services. They should implement special programmes for improved service delivery to physically, socially and culturally disadvantaged persons.</li> </ul>	<u>The Principle:</u> You and all citizens should have equal access to the services to which you are entitled.

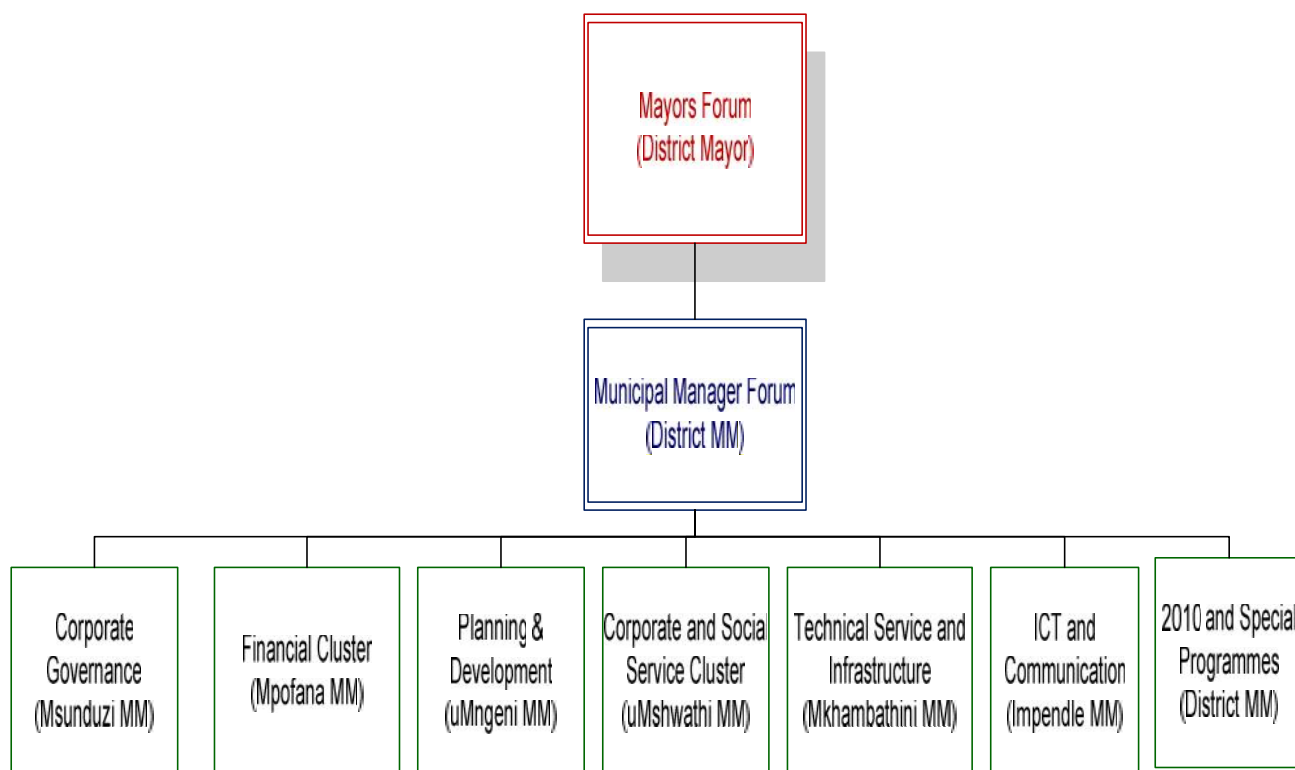


<b>COURTESY</b>	
<p><b>- Don't accept insensitive treatment</b></p> <p>All departments must set standards for the treatment of the public and incorporate these into their Codes of Conduct, values and training programmes. Staff performance will be regularly monitored, and discourtesy will not be tolerated.</p>	<p><u>The Principle:</u></p> <p>You should be treated with courtesy and consideration</p>
<b>INFORMATION</b>	
<p><b>- You're entitled to full particulars</b></p> <p>You will get full, accurate and up-to-date facts about services you are entitled to. Information should be provided at service points and in local media and languages. Contact numbers and names should appear in all departmental communications.</p>	<p><u>The Principle:</u></p> <p>You should be given full, accurate information about the public services you are entitled to receive</p>
<b>OPENNESS AND TRANSPARENCY</b>	
<p><b>- Administration must be an open book</b></p> <p>You'll have the right to know. Departmental staff numbers, particulars of senior officials, expenditure and performance against standards will not be secret. Reports to citizens will be widely published and submitted to legislatures.</p>	<p><u>The Principle:</u></p> <p>You should be told how national and provincial departments are run, how much they cost, and who is in charge.</p>

<b>REDRESS</b>	
<p><b>- Your complaints must spark positive action</b></p> <p>Mechanisms for recording any public dissatisfaction will be established and all staff will be trained to handle your complaints fast and efficiently. You will receive regular feedback on the outcomes.</p>	<p><u>The Principle:</u></p> <p>If the promised standard of service is not delivered, you should be offered an apology</p>
<b>VALUE FOR MONEY</b>	
<p><b>- Your money should be employed wisely</b></p> <p>You pay income tax, VAT and other taxes to finance the administration of the country. You have the right to insist that your money should be used properly. Departments owe you proof that efficiency, savings and improved service delivery are on the agenda.</p>	<p><u>The Principle:</u></p> <p>Public services should be provided economically and efficiently in order to give you the best possible value for money.</p>

### C7.1.2 IGR

#### Fully operational Cluster Model (IGR System)



The Cluster Model has led to the establishment of shared services in the District, which also lead to better utilisation of resources. Shared services are now used in the fields of Internal Audit, Performance Management, Integrated Development Planning and Information and Communications Technology. This approach is having the effect that our family of Municipalities in the District are all benefitting from the scarce resources and expertise available within the District. Each cluster is chaired by municipal Managers as indicated in the diagram above.

### C7.1.3 Municipal Structures

The Municipality comprises of 14 Councillors with the Speaker as the Chair of Council meetings. The Executive Committee is chaired by the Mayor and consists of 3 members

The following three portfolio committees were established by the Richmond municipality and their roles and responsibilities are as follows.

<b>Human Resource and Information Technology Portfolio Committee</b>	<b>Local Economic Development Planning and Infrastructure Portfolio Committee</b>	<b>Community Services and Social Development Portfolio Committee</b>
<p><b>Responsibilities</b></p> <ul style="list-style-type: none"> <li>▪ Recommend to Executive Council on all policy matters in respect of staff matters as contained in the human resource manual</li> <li>▪ Recommend to council on all IT matters</li> </ul> <p><b>Roles</b></p> <ul style="list-style-type: none"> <li>• The roles of the above committee is to assist the Executive Committee to maximize the effectiveness of the administration capacity of the Municipality whilst ensuring that the administration is governed by the democratic values and principles enshrined in the Constitution by advising the executive Committee.: on the policy framework referred to in the Municipal Systems Act, on the development of appropriate policy systems and procedures relating to staff matters</li> </ul>	<p><b>Responsibilities</b></p> <ul style="list-style-type: none"> <li>▪ To provide support to the Executive committee on</li> <li>▪ Promotion of Local Tourism</li> <li>▪ Economic Development</li> <li>▪ Poverty alleviation</li> <li>▪ Planning and infrastructure related matters</li> </ul> <p><b>Roles</b></p> <ul style="list-style-type: none"> <li>• The roles of the above Committee is: To provide support and advise to the Executive Committee on all policy matters relating to the above listed functions</li> <li>• To advise and recommend to the Executive Committee on all fiscal and other incentives designed to promote social and economic development as well as bylaws related to.</li> </ul>	<p><b>Responsibilities</b></p> <ul style="list-style-type: none"> <li>▪ To provide support to the Executive Committee on</li> <li>▪ Sports and culture promotion</li> <li>▪ Disaster management</li> <li>▪ Housing support</li> <li>▪ Traffic</li> <li>▪ Library services</li> <li>▪ HIV and AIDS related issues</li> </ul> <p><b>Roles</b></p> <ul style="list-style-type: none"> <li>• The roles of the above committee are to: make recommendations and provide advice to the Executive Committee on all policy matters and regulations in respect of the above functions.</li> </ul>

However these committees need to be reviewed together with their respective terms of reference in order to align them with the core functions of the Municipality.

In addition to the above, Ward Committee's are established and meet regularly with minutes being submitted to the office of the Speaker.

Ward Committees are also responsible for the submission of community needs to the Municipality on an ongoing basis and are used as a means of communication to and from administrative structures and is also based on the Communication Strategy which requires the necessary information to be made available to communities in terms of the budget, Integrated Development Plan, PMS, Annual Report, etc.

In regard to the current year of review, priority projects were received from the Communities via Ward Committees and Councillors and the strategies, plans and programmes of the Municipality are responsive thereto.

The Richmond Municipality facilitates and chairs the Intersectoral Forum. The main function of this forum is to have an integrated approach to deal with service delivery issues. The forum comprises of sector departments that are based in Richmond. The Departments are as follows; department of Labour, Department of Social Development; Department of Justice, SAPS, Department of Health ,Department of Education, UMgungundlovu District Municipality and the Richmond Municipality. Non Governmental Organizations also participate in these meetings.

The Municipality has also established a Local Labour Forum where all staff matters are discussed.

#### **C7.1.4 Audit Committee**

#### **C7.1.5 Statys of Municipal Policies**

<b>Number</b>	<b>Policy</b>	<b>Ref</b>	<b>Ref</b>	<b>Ref</b>	<b>Drafted</b>	<b>Reviewed</b>	<b>Adopted</b>
<b>1</b>	Human Resource Manual				Y		
<b>2</b>	Cell Phone Policy	HR 2			Y		
<b>3</b>	Use and Care of Council Property				Y		
<b>4</b>	In-Service Training Policy				Y		
<b>5</b>	Staff Bursary Scheme Policy	HR 12			Y		26/02/09
<b>6</b>	Indigent Support Policy		MAN 7		Y	Y	31/05/10
<b>7</b>	Performance Management Policy		MAN 5		Y	Y	
<b>8</b>	Rules of Order Council				Y		
<b>9</b>	Depreciation Policy				Y		
<b>10</b>	Budgetary Policy			FIN 3	Y	Y	31/05/10
<b>11</b>	Tariff Setting Policy			FIN 8	Y	Y	26/02/09
<b>12</b>	Credit Control Policy			FIN 4	Y	Y	26/02/09
<b>13</b>	Indigent Burial Policy (Pauper Burials)				Y		
<b>14</b>	Internal and External Communication Policy				Y		
<b>15</b>	Public Participation Policy		MAN 10		Y		
<b>16</b>	Internet Policy		MAN 2		Y		
<b>17</b>	Computer Equipment Policy		MAN 1		Y		

	inclusive of lap top policy						
18	Acting Allowance Policy	HR 1			Y		26/02/09
19	HIV/AIDS Policy	HR 5			Y	Y	31/05/10
20	Gender Policy	HR 3			Y		26/02/09
21	Vehicle Management and locomotion Policy	HR 15			Y		
22	Delegation of Powers Policy		MAN 3		Y		30/06/08
22.1	Council				Y		
22.2	Executive Committee				Y		
22.3	Office of the Mayor				Y		
22.4	Management Committee				Y		
22.5	Municipal Manager's Office				Y		
22.6	Head of Department				Y		
22.7	Sub-Committees				Y		
Number	Policy	Ref	Ref	Ref	Drafted	Reviewed	Adopted
23	Job Creation Policy	HR 16			Y		
24	Traffic Policy (all relative matters)				Y		
25	Review of SCM Policy				Y	Y	31/05/10
26	Property Rates Act Policy				Y	Y	04/09/08
27	Asset Management Policy			FIN 2	Y	Y	31/05/10
28	Labour Relations Policy	HR 7			Y		
29	Health and Safety Policy	HR 4			Y	Y	31/05/10
30	Uniforms and Protective Clothing Policy				Y	Y	31/05/10
31	Leave Policy	HR 8			Y		26/02/09
32	Termination of Services Policy				Y		
33	Recruitment, selection and appointment policy	HR 9			Y		26/02/09
34	Training Policy	HR 6			Y		26/02/09
35	Usage of Telephones Policy	HR 14			Y	Y	31/05/10
36	Corporate Social		MAN		Y		

	Responsibility Policy		16				
37	Code of Conduct and Ethics Policy				Y		
38	Sexual Harassment Policy	HR 10			Y		
39	Smoking in the work place policy	HR 11			Y		
40	Promotion of Access to Information Policy		MAN 9		Y		
41	GAMAP Policy				Y		
42	Revenue enhancement Policy			FIN 7	Y		
43	Cash and Investment Policy			FIN 6	Y		28/05/09
44	Travelling allowance	HR 13			Y	Y	31/05/10
45	Fraud Prevention - Risk Management		MAN 4		Y		30/06/08
46	Overtime Policy				Y		08/12/09
47	Standby Allowance Policy				Y		08/12/09
48	Appointment of Casual Staff				Y		

#### C7.1.6 Municipal Risk Management

#### C7.1.7 Municipal Bylaws

#### C7.2 Public Participation Analysis

Public participation process in the IDP preparation/review has to be institutionalized – in order to ensure that all the residents/community has equal rights to participate. Public participation is done in terms of a relevant legislative requirement, public has to be informed and give inputs on projects and programmes planned by the municipality in terms of service delivery.

The following participation mechanisms are used:

- IDP Representative Forum  
The Forum will represent all stakeholders and will be as inclusive as possible. Additional organisations will be encouraged to participate in the Forum throughout the process.
- Media  
Amongst other means, the local press will be used to inform the community on the progress with respect to the IDP Review process. (The Natal Witness, Ilanga, Echo newspaper)
- Notices  
Notices on the IDP Review will be placed on the Municipal Notice Boards and public buildings (e.g. schools, clinics, tribal/magistrate's court, etc).



- Ward level IDP meetings

Meetings will be held in each of the seven (7) wards to ascertain the needs of the communities.

- The IDP presentation process requires substantial input and support from other spheres of government i.e. National and Provincial Departments (service providers) and community at large.

The IDP public participation meetings have been conducted successfully in all wards, see the table with details below.

Ward	Date	Time	Venue	Ward Councillor
1	29-01-2013	17h00	Memorial Hall	Cllr Ragavaloo
2	27-01-2013	13h00	Mjintini Sport Field	Cllr Shabalala
3	20-01-2013	10h00	Hopewell Primary	Cllr Magubane
4	10-0-2013	14h00	Argosy Hall	Cllr Shange
5	05-02-2013	10h00	Thusong Centre	Cllr Ngcongo
6	03-02-2013	10h00	Mgxobeleni Ground	Cllr Jili
7	13-01-2013	13h00	Ndabikhona Primary	Cllr Kunene



### **C7.3 Good Government and Public Participation: SWOT Analysis**

**To be included**

### **C8: COMBINED SWOT ANALYSIS**


**To be included**

### **C9: KEY CHALLENGES**

**To be included**

# **SECTION D: VISION, GOALS, OBJECTIVES & STRATEGIES**

## **RICHMOND'S VISION 2012– 2017**



***Access to quality social and economic infrastructure, services and sustainable economic opportunities.***

The vision, as recorded above, inspires and focuses the attention and mobilizes all residents, communities, stakeholders, politicians and officials in creating the desired future based on the implementation of projects and programmes in a sustainable manner thus creating a viable municipality focused on attaining its developmental mandate and therefore meeting the needs of all citizens in response to the requirements of legislation in that local government needs to be developmental in its approach.

The following Vision has been adopted in the KZN Growth and Development Strategy:

***KWAZULU-NATAL - A PROSPEROUS PROVINCE WITH A HEALTHY, SECURE AND SKILLED POPULATION, ACTING AS A GATEWAY TO AFRICA AND THE WORLD.***

***By 2030, the PROVINCE OF KWAZULU-NATAL should have maximized its position as a GATEWAY to South and Southern Africa, as well as its human and natural resources so creating a safe, healthy and sustainable living environment.***

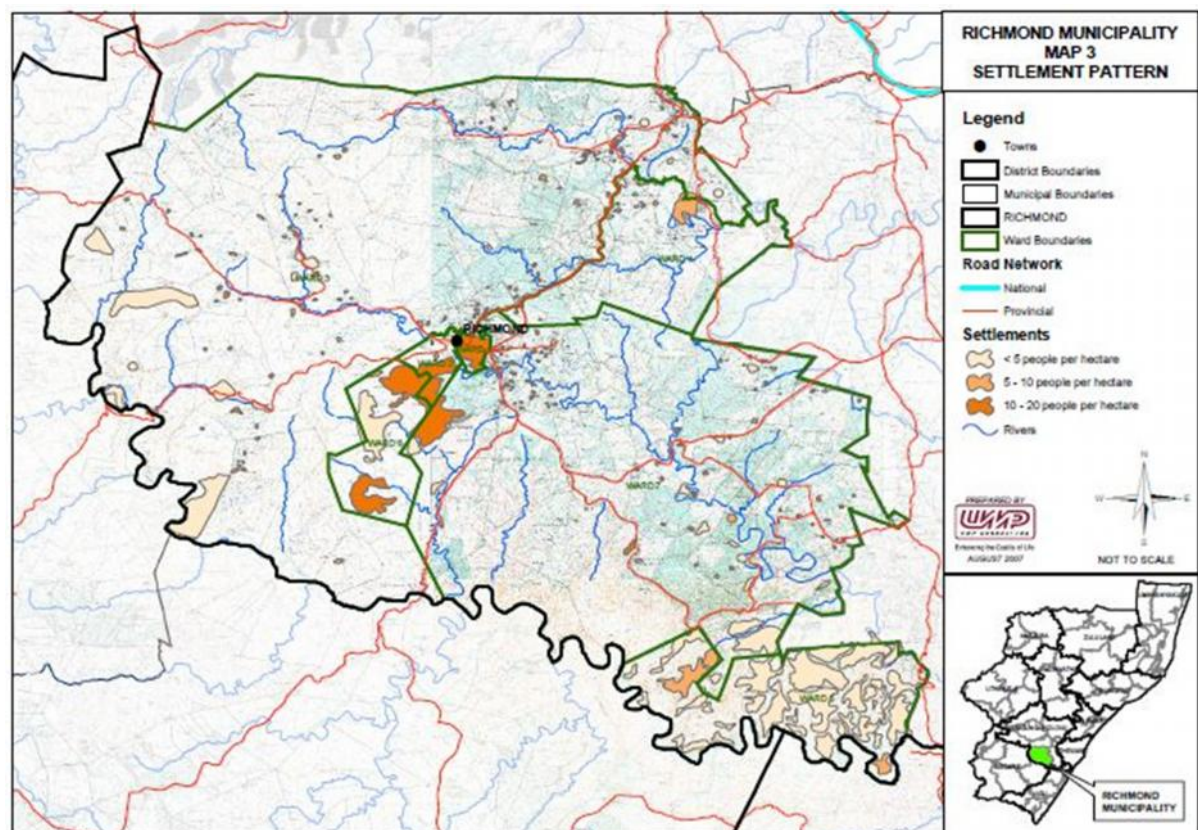
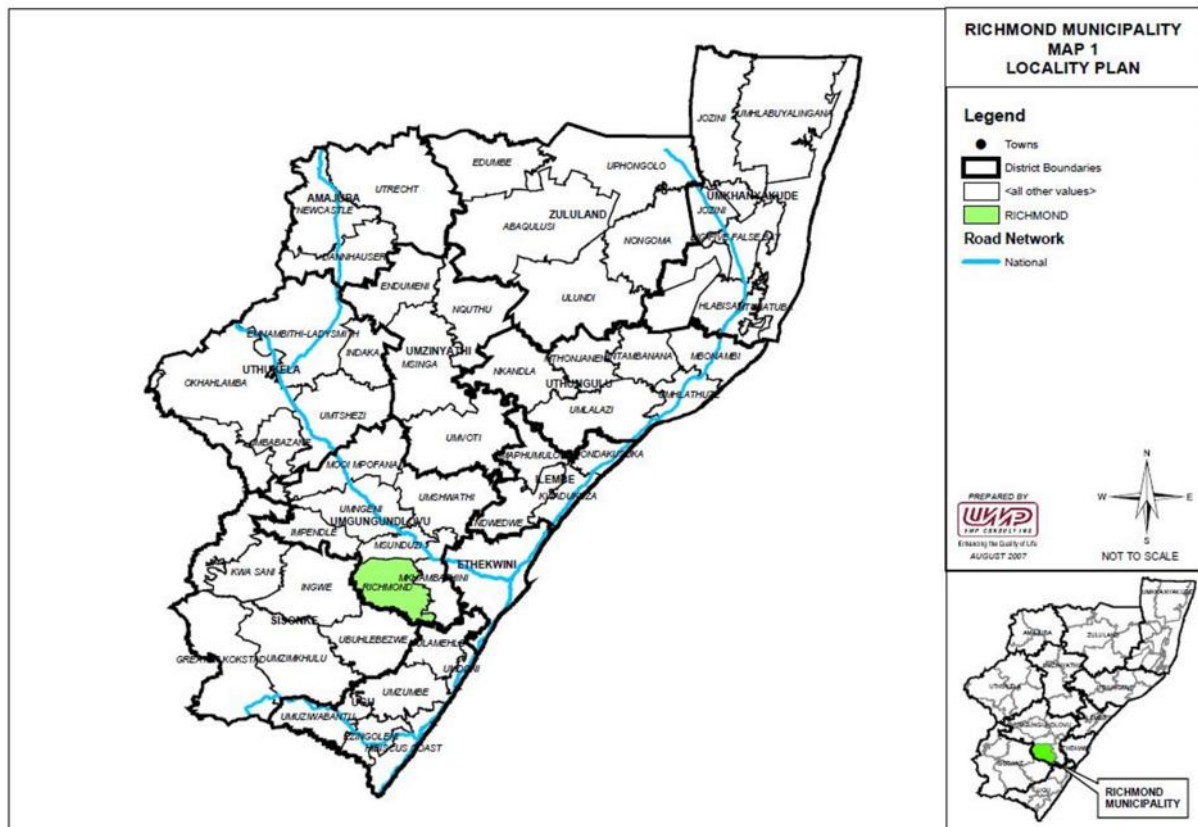
***Abject poverty, inequality, unemployment and current disease burden should be history, basic services must have reached all its people, domestic and foreign investors are attracted by world class infrastructure and a skilled labour force.***

***The people shall have options on where and how they opt to live, work and play, where the principle of putting people first and where leadership, partnership and prosperity in action has become a normal way of life.***

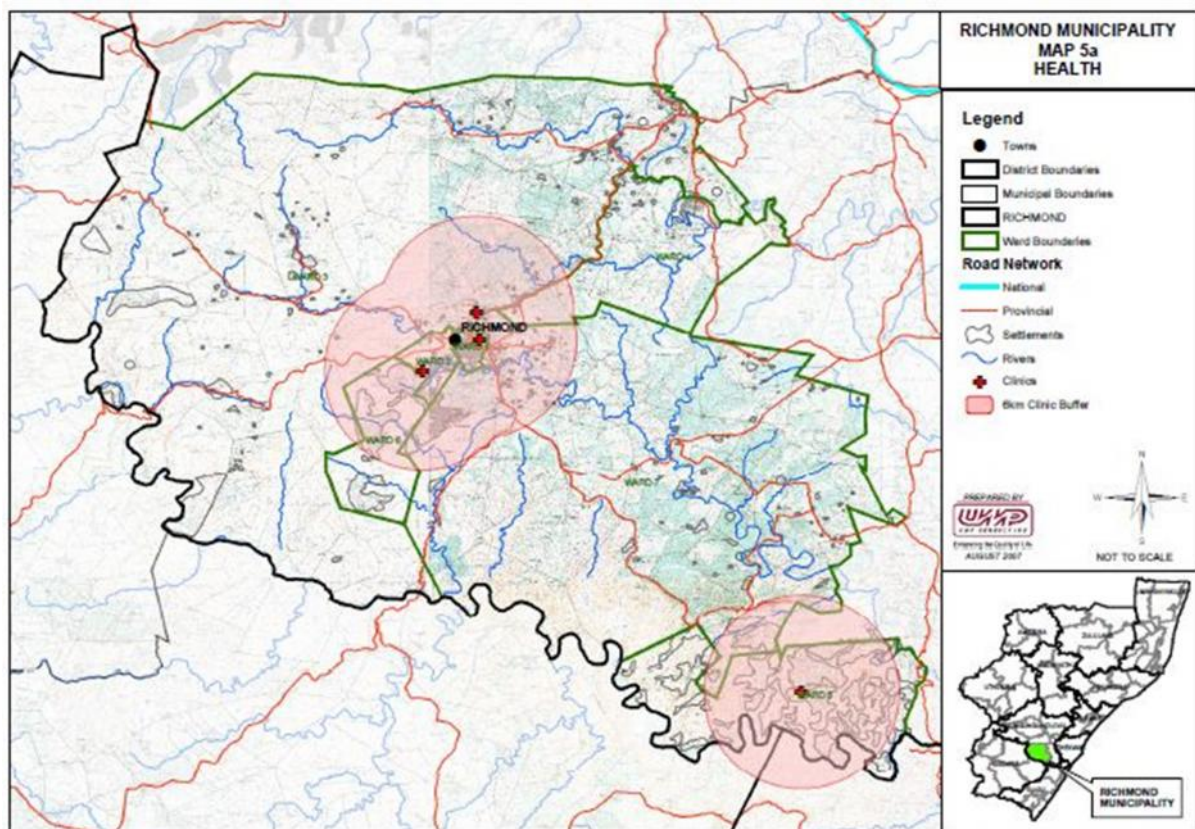
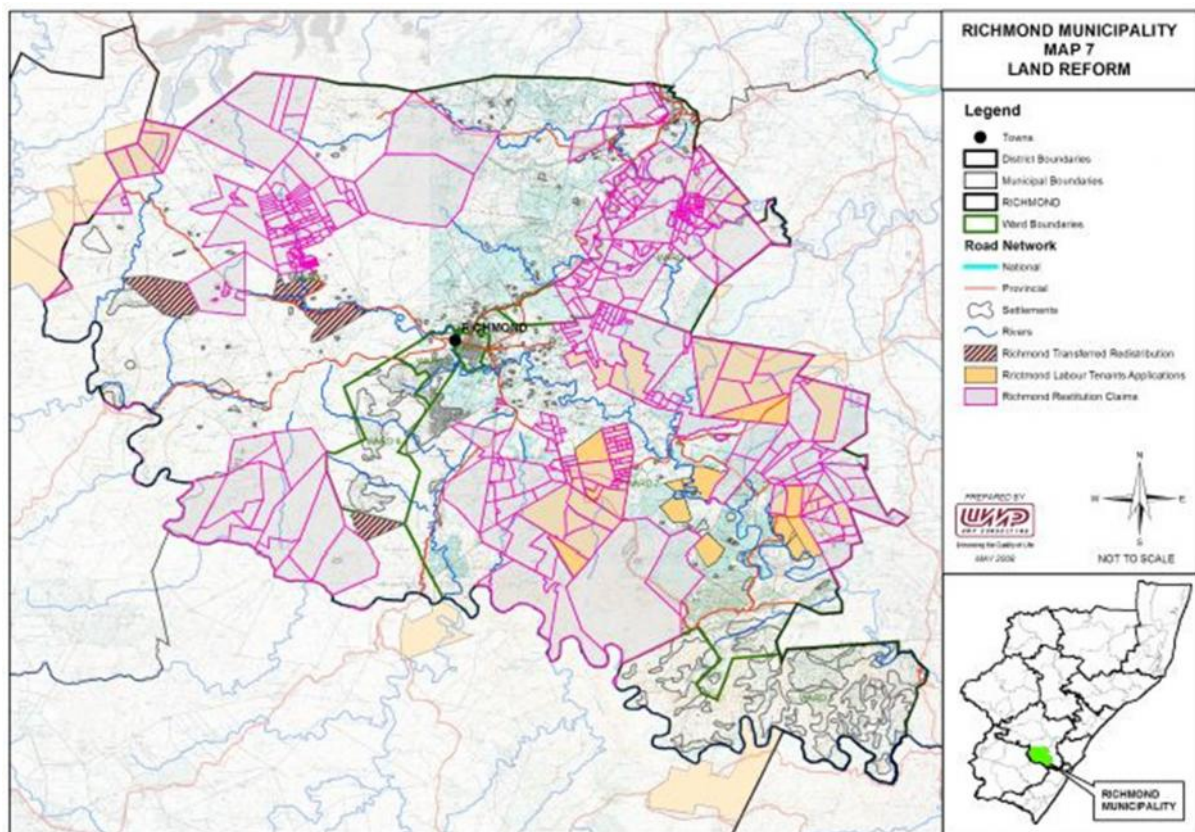
# SECTION E: STRATEGIC MAPPING

Full SDF attached

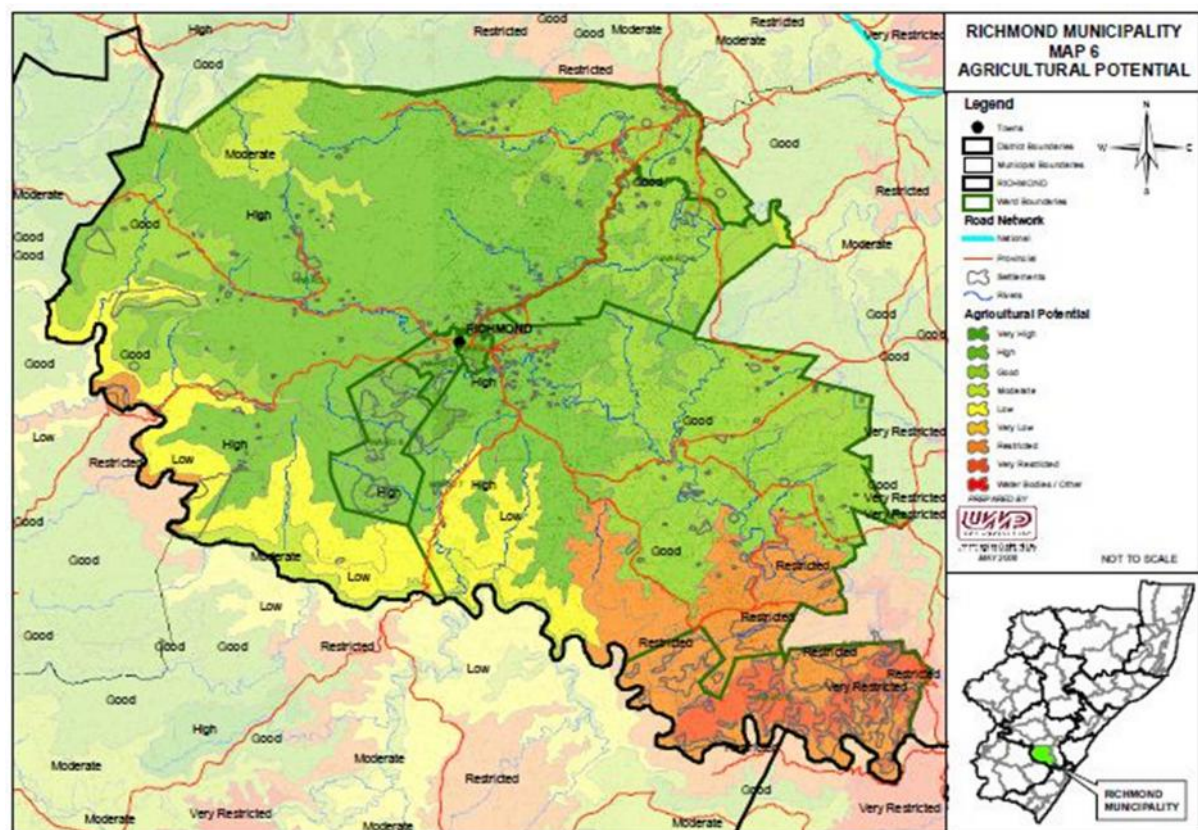
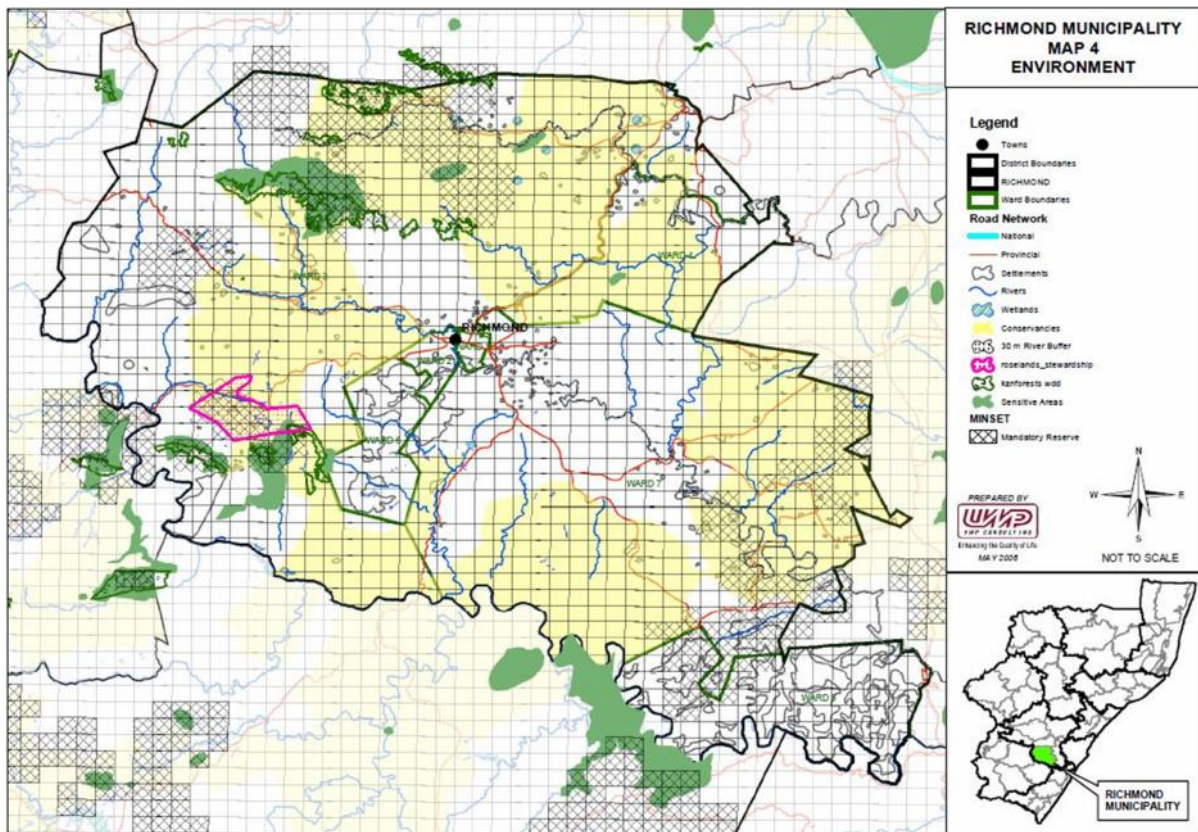




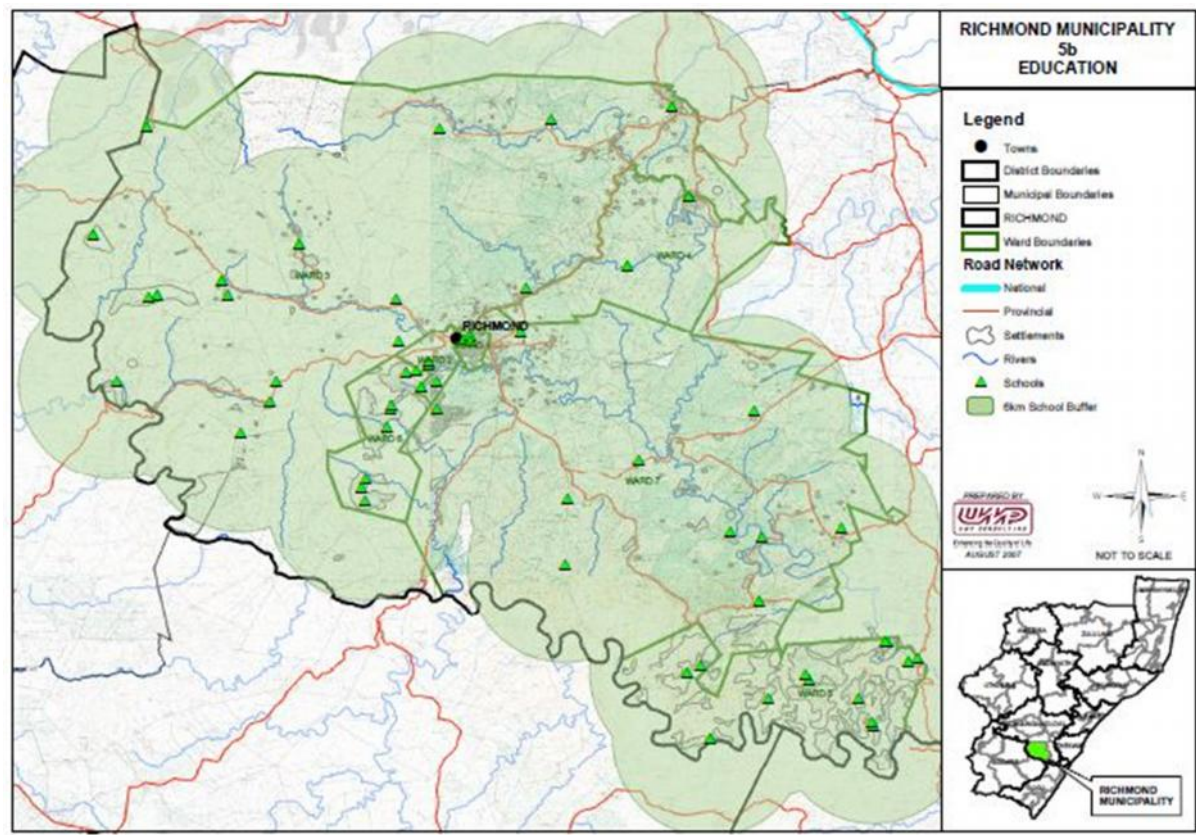
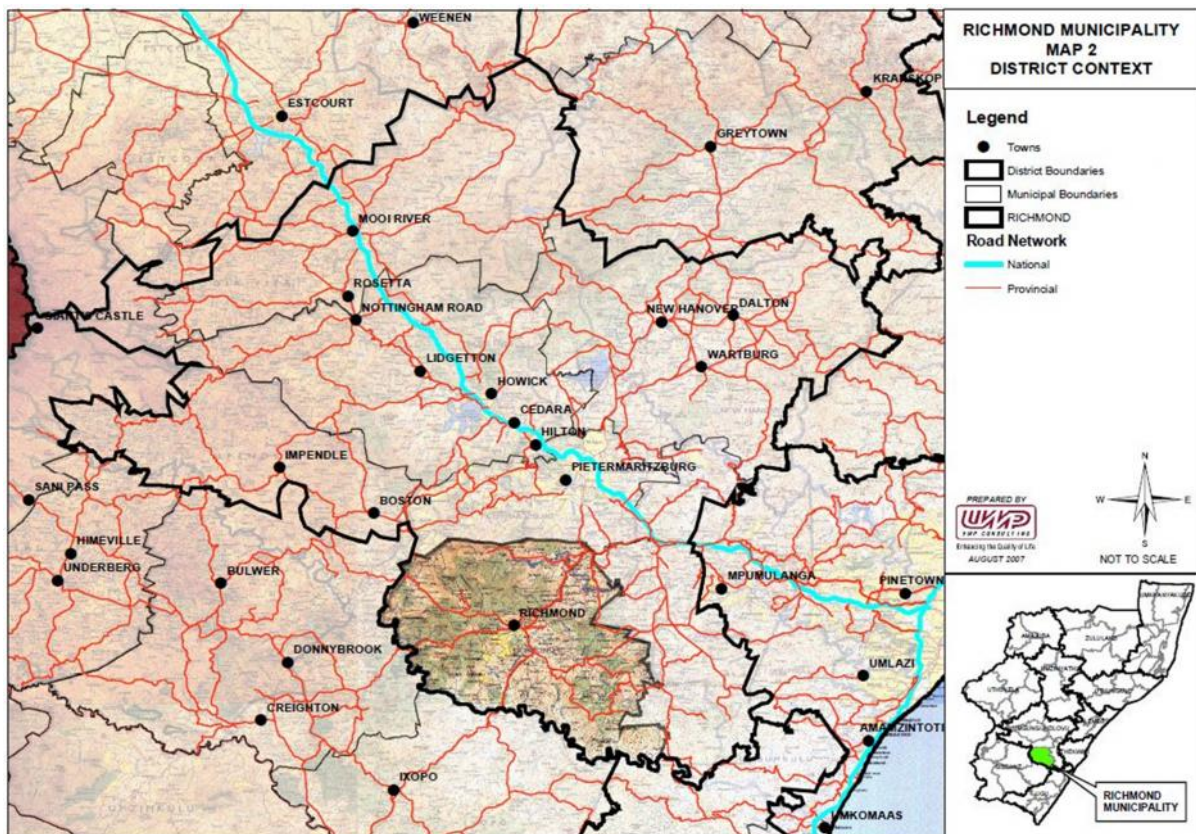




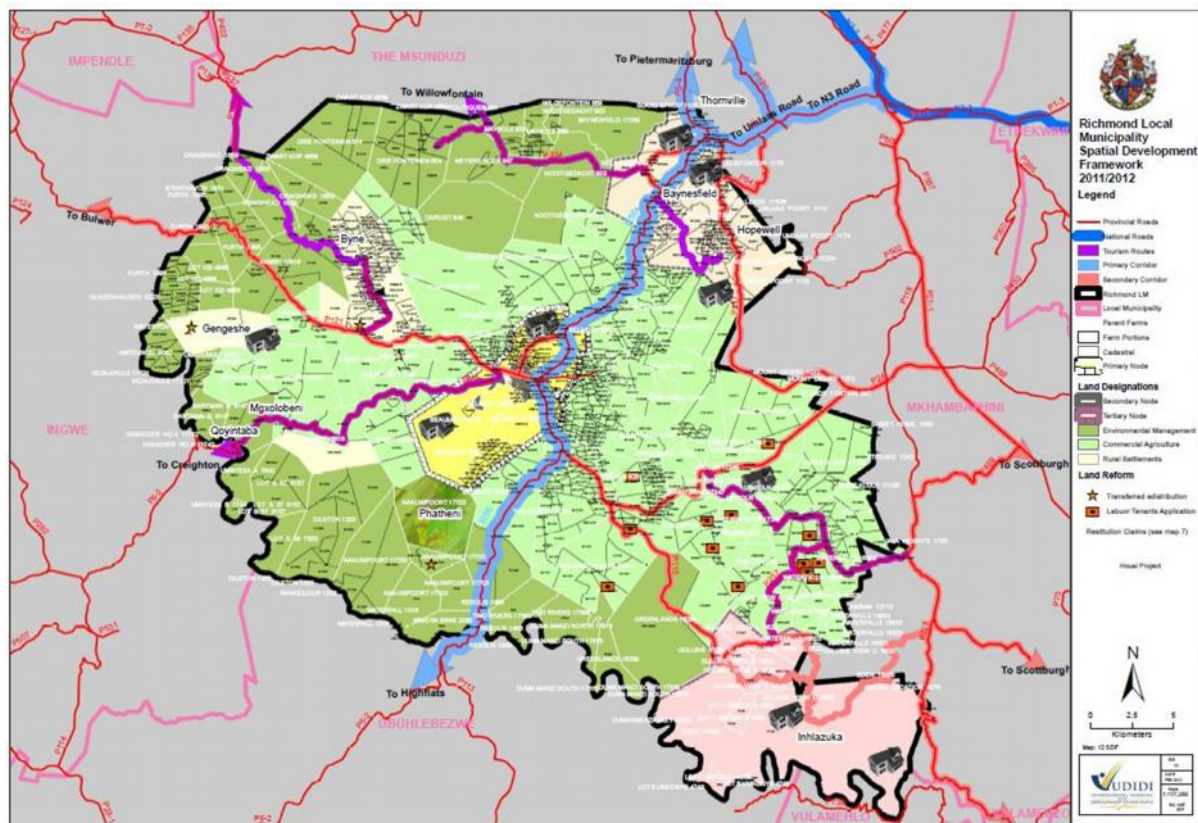












# **HIGH LEVEL SPATIAL DEVELOPMENT FRAMEWORK**

## **1.0 INTRODUCTION**

### **1.1 PROJECT BACKGROUND**

Richmond Municipality completed its compilation of the comprehensive Integrated Development Plan (IDP) and is now in the process of reviewing its IDP. In terms of the Municipal Systems Act all Municipalities are required to prepare and review their IDP during the 5-Year period of its lifespan. The Richmond Municipality has seen many changes/ developments in its area of jurisdiction of which these changes need not only be visible to the naked eye but also needs to be noted, documented so future development can be directed. A number of studies have been conducted to inform the development Richmond. Moreover, a number of sector plans have been developed/reviewed which impact on a number of spatial issues such as the; Housing Sector Plan, Three Year Capital Investment plan, Local Economic Development Plan and further necessitates for the compilation of the SDF to accommodate any changing circumstances in the development of the area.

### **1.2 UNDERSTANDING OF THE PROJECT BRIEF**

This project intends provide clear compelling mandates for Richmond Municipality to develop an SDF which is in compliance the Department of Co-operative Governance and Traditional Affairs (COGTA) criteria on SDF's which should incorporate the following:

- ❖ To provide a strategic spatial development vision for the municipality in line with the broad development objectives of the Umgungundlovu District Municipality's IDP, SDF, Economic Development Plan and other relevant development Plan, the vision will be in line with Richmond Municipality's Plans and Policies, including but not limited to:
  - ✓ The Integrated Development Plan
  - ✓ The Economic Development Plan
  - ✓ Strategic Environmental Assessment
  - ✓ Environmental Management Framework
  - ✓ And other plans and policies
- ❖ To compile a detailed Spatial Development Framework for the Richmond Municipality
- ❖ To address specific developmental issues and challenges within the Richmond Municipality
- ❖ To identify specific interventions to realise the vision
- ❖ To provide as strategic context for integration of rural and urban areas
- ❖ To ensure sustainable integrated development
- ❖ To address technical issues as indicated in the project brief
- ❖ The SDF aim to improve the human well-being and quality of life for over time, in particular to those areas which are most affected by poverty and inequality

- ❖ To provide clear and specific spatial development intervention for the improvement of rural areas within the municipality

### 1.3 PROJECT AIMS AND OBJECTIVES

The assignment's objective is to formulate a Municipal (Richmond Municipality) SDF to produce an SDF which addresses the following key issues:

- ❖ Overall spatial distribution of current and desirable land usages within the municipality
- ❖ Ensure that the urban form supports an efficient transport system, especially public transport, and will improve movement and accessibility.
- ❖ Manage the development of strong, viable nodes that are directly linked with the transport system and will ensure the clustering of appropriate activities and densities.
- ❖ Enhance and protect residential environments through clear policy guidelines for new residential development, what activities, including economic activities, are deemed to be appropriate in residential areas and sustainable delivery of environmental, social and engineering infrastructure.
- ❖ Ensure that the urban form will support the provisions of a functional and sustainable open space system and will through a more efficient urban structure, facilitate the reduction of pollution, the management of water run-off and the protection of ecologically sensitive areas.
- ❖ Facilitate urban restructuring and focused development through appropriate corridor development.
- ❖ Ensuring environmentally sustainable development through managing the environmental impact of development activities.
- ❖ To inform the development of the Richmond Land Use Management System (LUMS) in terms of desired land uses.
- ❖ To ensure alignment with the neighbouring local municipalities.

### 2.2 METHODOLOGY

The Planning Process will follow the following main Phases :

- |                 |   |
|-----------------|---|
| <b>Phase 1:</b> | Review of Policy and Legislation  |
| <b>Phase 2:</b> | Undertaking Spatial Analysis and Identification of Trends and Patterns  |
| <b>Phase 3:</b> | Spatial Development Framework Development                               |
| <b>Phase 4:</b> | Nodal Framework   |
| <b>Phase 5:</b> | Preparation of Settlement Plans & Alignment Adoption and Implementation |



Stakeholder participation will occur through all of the phases mentioned which will ensure adequate participation and the creation of a shared learning environment. Project meetings will occur on an on-going basis, ensuring the involvement of all stakeholders and for reporting in terms of specific key milestones achieved.

## **2.3 UNDERLYING PRINCIPLES AND PLANNING STRATEGIES**

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### **2.3.1 UNDERLYING PRINCIPLES**

#### **Integrated Development**

Integrated development endeavours to marry the various needs of the district in a manner which will provide a national mix of development to meet socio economic needs and requirements for environmental conservation.

#### **Sustainable Development**

Sustainable Development is a concept which focuses on the enhancement and improvement of various components of main environments in a manner which will protect the bio-physical environment, cultural heritage and improve the quality of life so that community development will be enriched rather than impoverished in the interest of present and future generation.

#### **Establishment of Structure**

This concept can best be achieved through the use of a variety of planning tools to include the identification, linking and zoning of areas, nodes and corridors in a structured manner that will promote sustainable development within an area.

#### **Unique Character**

The unique character of an area, place or region is described as an assessment of its attributes and determining those that make it different from others in the region.

#### **Implementation Orientated Planning**

This is geared to the preparation of plans linked to strategic implementation objectives according to time lines.

### **Development as a Continuous Process**

This concept stems from a view that development is dynamic and progresses along a continuum of cause and effect.

### **Participatory Planning**

Consultation with interested and affected parties is the basis of this process in order to identify key issues and address these in the plan being prepared. It is also very much part of the integrated development process toward achieving sustainable development.

## **2.3.2 PLANNING STRATEGIES**

- ***Access Routes as Investment Lines***

- Developing a district structure (see establishment of structure above)
- Establishing a clear framework which facilitates access in its wider context
- Creating a framework to direct public and private investment
- Developing a network of opportunity on the basis of existing roads, settlement, natural resources and features
- These routes represent the spines around which existing development has been attracted to and potentially also represent opportunities for future development
- A hierarchy of investment lines can be distinguished consisting of primary, secondary and tertiary routes
- The identification of this hierarchy provides guidance for the location of relevant land uses.

- ***A Service Centre Strategy***

- Creating a hierarchy of service centres (nodes) offering a range of facilities and activities throughout the district.
- Four levels of areas are suggested to include a district centre, primary, secondary and satellite service nodes.
- The centres are conceptualised as serving different catchments and offering a range of services and opportunities
- In general higher order centres will at the same time serve as the relevant lower order centres
- The principles suggested will have to be adjusted to specific local circumstances.

- **Natural Resource as Primary Asset and Structuring Element**

- Acknowledging, protecting and enhancing the inherent qualities of the landscape and managing the natural environment as a prime asset and resource base for the district.
- Environmental sustainability, restoration and rehabilitation and appropriate usage forms the basis for this
- The sustainable utilization of natural resources is suggested to *inter alia* promote the development of agriculture as a key driver of the rural economy incorporating currently underutilized agricultural land
- The identification of new inherent opportunities to be found within the picturesque landscape which characterizes much of the district including developing latent potential particularly with regards to tourism opportunities.

- **Integration**

- Integrate Low Income residential areas to high order centres
- New economic opportunities in growth area and adjacent to major roads

- **Compaction**

- New and Infill development focused to create coherent system, mainly in urban and peri-urban areas of Greater Indaleni/ Richmond and Thornville.

- **Meeting Land Use Needs and Identification of areas of economic development potentials**

- New Residential areas
- New economic opportunity areas, especially those areas which were previously excluded from the main stream economy
- New nodal points
- Restructure CBD

- **Restructuring of the LM:**

- Creation of new nodes and new economic opportunity areas
- Limited mixed-use activity spines between focus points
- Redressing imbalances with improved infrastructure and new economic opportunities

- **Sustainability**

- Protecting environmentally sensitive areas
- Coherent and reinforcing infrastructure
- Protecting agriculture potential areas

- Upgrade residential areas with appropriate infrastructure
- In situ upgrading of Informal settlements

- **Establishing a Management Framework**

- Having established an investment framework and a natural resource base, it is possible to identify an overall management framework to guide future development.
- Such guidance will include the identification of primary land use zones such as environmental conservation zones, agricultural zones, areas for residential settlement etc.

### **3.0 LEGISLATION AND POLICY**

Compilation of an SDF is an adherence to the Municipal systems act however there are many other informative acts and policies that the SDF should align itself to, these include but not limited to:

- South African Constitution and Principles of Sustainable Development
- The Development Facilitation Act (DFA)
- Environmental Conservation Act (ECA)
- The National Environment Management Act (NEMA)
- Social Housing Act (SHA)
- The KwaZulu-Natal Heritage Act (1997)
- Accelerated and Shared Growth Initiative for South Africa (ASGISA)
- The Provincial Growth and Development Strategy (PGDS)
- Provincial Spatial Economic Development Strategy (PSEDS)
- White Paper on Spatial Planning and Land Use Management
- Planning and Development Act 6 of 2008

#### **Implications to SDF Development**

Legislation and Policies introduce a set of principles that are intended to influence the substantive outcomes of planning decisions, whether they relate to spatial development frameworks or decisions on land use change or development applications. The overall aim of these principles is to achieve planning outcomes that:

- restructure spatially inefficient settlements;
- promote sustainable development and use of natural resources;
- channel resources to areas of greatest need and development potential, thereby redressing the inequitable historical treatment of marginalized areas;
- take into account the fiscal, institutional and administrative capacities of role players, the needs of communities and the environment; and
- stimulate economic development opportunities in rural and urban areas; and support an equitable protection of rights to and in land.

Although municipalities are responsible for spatial planning at a local level, the desired or ideal spatial and economic system can only be achieved if local government works in tandem with the relevant organs of state and civil society. This emphasises the importance of public participation.

## **4.0 SITUATIONAL ANALYSIS – RICHMOND LM CHARACTERISTICS**

A detailed situational analysis included :

- ❖ locality in context to the province
- ❖ Land use and settlement pattern
- ❖ Road network
- ❖ Public transportation
- ❖ Economy
- ❖ Environmental context
- ❖ Access to basic services
- ❖ Access to public facilities
- ❖ Agricultural potential
- ❖ Tourism assets
- ❖ Land reform
- ❖ Key spatial development issues

### **Key Spatial Development Issues included:**

- Sustainable human settlements in areas such as Greater Ndoleni, Hopewell and Inhlazuka
- Protection of high value agricultural land
- Developmental Land Reform Program
- Urban renewal in Richmond Town
- Opportunities associated with strategic spatial location
- Catchment management
- Improving access and connectivity.

### **Implications for Richmond SDF**

As Richmond forms an integral part of the UMgungundlovu District, it follows that its SDF should:

- align with the strategic sector plans of the district and contribute to their efficient and effective implementation;

- align with the SDFs of the neighboring municipalities and contribute to the attainment of the spatial development vision of the district;
- Give effect to the spatial development strategies and programs as outlined in the district SDF, including creating a framework for the implementation and coordination of the activities of various sector departments

## **5.0 RICHMOND SDF REVIEW – SUSTAINABILITY APPRAISAL**

The Department of Agriculture, Environmental Affairs, and Rural Development (DAEARD) has provided a Sustainability Appraisal tool which was utilised in the development of the SDF.

## **6.0 PROJECTS WITH SPATIAL IMPLICATIONS**

Once the project list has been finalised, a capital investment framework will be prepared and mapped accordingly.

## **7.0 CROSS-BOARDER ALIGNMENT (OTHER MUNICIPAL SPATIAL DEVELOPMENT FRAMEWORKS)**

### **7.1 DISTRICT SPATIAL DEVELOPMENT FRAMEWORK:**

An overview of the UMDM SDF reveals the following as key spatial features that may impact on Richmond:

- Dominance of Pietermaritzburg as the provincial administrative centre, regional economic hub and a primary service centre.
- Importance of high potential agricultural land particularly areas that fall within the midlands mist belt.
- Provincial north-south linkages that knit a number of towns from Kranskop in the north through UMDM to Kokstad and beyond in the south.
- Catchment management given the provincial significance of Umngeni River Catchment and Mkhomazi River catchment to the south.

UMDM SDF identifies Richmond town as a tertiary node and a municipal administrative centre. It defines a municipal centre as an appropriate area for the location of services such as police, administrative functions, hospitals, training, diverse commercial and economic functions and a variety of residential uses

### **7.2 MKHAMBATHINI SPATIAL DEVELOPMENT FRAMEWORK:**

The interface along both boundaries aligns in terms of Zonation as both sides have agriculture zones. P624 from Eston to Richmond and P117 to Hopewell are aligned as they are both Secondary Corridors. Cross Border Linkages in terms of access need to be strengthened



### **7.3 MSUNDUZI SPATIAL DEVELOPMENT FRAMEWORK:**

Richmond Local Municipality proposes Residential Expansion on the boundary of Msunduzi while on Msunduzi the interface is existing residents. Road Linkages are also aligned.

### **7.4 INGWE SPATIAL DEVELOPMENT FRAMEWORK:**

P121 to Indaleni and P8.2 linking from P8-1 as Tertiary Corridors align to Richmond proposals of Corridors. Agriculture and tourism zones on Ingwe Local Municipality also align to Richmond's.

### **7.5 UBUHLEBEZWE SPATIAL DEVELOPMENT FRAMEWORK:**

Rural / Traditional Areas along Richmond Municipal Boundary. These areas along Umkomaas River are environmentally sensitive and the main activities include agriculture and tourism.

## **8. RICHMOND SDF REVIEW**

### **8.1 RICHMOND DEVELOPMENT INFORMANTS**

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8.1.1 The Development Informant maps are a series of maps, which show spatial trends and issues. The following maps have been prepared:

- Updated Cadastral Base Map
- Minset Data from EKZN Wildlife (Critical Areas)
- C-Plan Data from EKZN Wildlife (Critical Areas)
- Agricultural Land Potential Map (Showing BRUS)
- Land Cover
- Police Stations
- Schools
- Clinics
- Richmond LED Plan
- Richmond IDP 2008/09
- Richmond Housing Plan
- Thornville, Baynesfield and Hopewell Framework Plan

From a study of the abovementioned maps, the following key spatial trends and issues have emerged:

The Secondary Node (Satellite) identified are at Thornville, Hopewell and Bynesfield.

The Tertiary Node (Satellite) identified are at Inhazuka.

## 8.2 NODES

PRINCIPLES APPLICABLE TO NODES	
Node	Applicable Principles
Primary Node	<ul style="list-style-type: none"> <li>• It must offer a full range of Social, Community and other Services and facilities.</li> <li>• It will be the focus of Urban employment opportunities.</li> <li>• The full range of permanent residential options will be encouraged, keeping in mind the existing character, natural attributes and attractions.</li> <li>• Inside the node, mixed use corridors and areas of a more flexible and general land use nature are proposed, as opposed to only agriculture and residential. The intention is to encourage non-polluting, environmentally friendly urban employment opportunities.</li> <li>• While it is acknowledged that the <b>Primary Corridor (P612/R56)</b> offers development opportunities, these are to be restricted to suitable Mixed uses within the Primary Node and the <b>Opportunity Points</b> as identified elsewhere.</li> <li>• Agriculture should be seen as an integral part of the urban node, and offers opportunities for high intensity agricultural activity.</li> </ul>
Secondary Node	<ul style="list-style-type: none"> <li>• The primary aim is consolidation and upgrading</li> <li>• They are lower order Service Centres to serve the surrounding rural community. Services such as a schools, hospital, clinics and pension payout point are provided</li> <li>• Permanent residential opportunities exist mainly for lower income groups</li> <li>• In order to make the above possible, there needs to be a move towards supporting services</li> </ul>
Tertiary Node	<ul style="list-style-type: none"> <li>• The primary aim is upgrading.</li> <li>• They are lower order services mainly in the form of mobile services; serve the surrounding densely populated rural community. Services such as a schools, clinics and mobile clinics, and pension payout point are provided.</li> <li>• Permanent residential opportunities exist mainly for lower income groups</li> <li>• In order to make the above possible, there needs to be a move towards supporting services</li> </ul>

## 8.3 THE ZONES IN THE NODES

Broad description of the general intention of the different zones or designations applied inside the primary, secondary, and tertiary nodes. It must be stressed that the SDF does not assign any legal development rights to land – it is a broad identification of the preferred future development pattern to guide public and private investment and development related decisions. It is only through the Planning Scheme, which is to be formulated as part of the LUMS that legal rights are awarded through the zoning of land.

## 8.4 LAND USE ZONES OUTSIDE THE NODES

*The following zones are proposed outside the nodes with preferred and non-preferred land uses:* Environmental Management Areas

- Rural Settlements
- Agriculture
- Land Reform

# SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

OBJECTIVES	STRATEGIES	KPI'S	BASELINE	BUDGET	RESPONSIBILITY	SOURCE	5 YEAR TARGETS					TIME FRAME
							YEAR 1 2013/2014	YEAR 2 2014/2015	YEAR 3 2015/2016	YEAR 4 2016/2017	YEAR 5 2017/2018	
To address service backlogs and future growth as well as maintain and upgrade existing infrastructure	Prioritise the use of current capital financial resources	Priority list of projects and plans to be implemented	<ul style="list-style-type: none"> <li>- Identify priority projects and programmes (capital)</li> <li>- Allocate available financial resources to address priority issues</li> <li>- Make input into the formulation of the Demand Management Plan</li> <li>- Facilitate procurement in line with SCM processes and procedures</li> </ul>	R 18 274 000.00	S M: Technical Services	MIG		2014/06/31				2014/06/31
								2014/06/31				2014/06/31
								2014/06/31				2014/06/31
								Sep-13				Sep-13
								2014/06/31				2014/06/31

			- Implementation of plans and programmes (roads and storm water maintenance)									
	Identify and facilitate the implementation of required training and skills development	Development of Training Schedule	- To conduct skills analysis for all employees	See Skills Development in Corporate Services	SM: Technical Services			Mar-13				Mar-13
	Prepare and implement Demand Management Plan	Developed Demand Management Plan (SCM)	- Ensure that specifications developed are timeously submitted to Procurement Unit to ensure procurement of goods required	N/A	S.M Technical			As per developed Procurement Plan (See Finance)				As per developed Procurement Plan (See Finance)
	Provide input into the review of the current	Schedule of critical skills required	- Identification of critical skill shortages and possible	N/A	S.M Technical			Dec-12				Dec-12

	Recruitment and Retention Strategy		measures to address issues raised									
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SOCIAL AND LOCAL ECONOMIC DEVELOPMENT ACTION PLAN												
OBJECTIVE	STRATEGIES	KPI'S	ACTIONS/PROGRAMMES	BUDGET	RESPONSIBILITY							TIMEFRAME
To stimulate economic development to create an environment suitable for vigorous economic development there by enhancing economic and socio-economic growth	Partnering with Ingonyama Trust Board and Department of Rural Development and Land Reform as well as private land owners	Signed Service Level Agreement indicating contribution of each strategic partner	<ul style="list-style-type: none"> <li>- Facilitate the signature of the SLA</li> <li>- Identification of land requirements</li> </ul>	N/A	SM: Corporate Services			Sep-12				Sep-12
	Review of LED Strategy based on outcome of Analysis of Economy	Formulated and adopted LED Strategy	<ul style="list-style-type: none"> <li>- Review of LED Strategy</li> <li>- Formulation of Implementation Plan</li> <li>- Identification of Donor Funders</li> </ul>	R 128,027	SM: Corporate Services			Dec-12				Dec-12

	Develop and implement LED Policies and Procedures	Adopted Policies and Procedures	<ul style="list-style-type: none"> <li>- Prepare draft policies and procedures for adoption</li> <li>- Ensure processes of public participation are undertaken</li> <li>- Workshop the policies with relevant stakeholders</li> </ul>	R 128,027	SM: Corporate Services			Dec-12				Dec-12
	Promote LED Strategies inclusive of programmes and projects	Marketing Plan	<ul style="list-style-type: none"> <li>- Schedule of programmes / activities / events</li> <li>- Implementation of programmes / activities / events</li> </ul>	R 128,027	SM: Corporate Services			Ongoing				Ongoing



GOOD GOVERNANCE AND PUBLIC PARTICIPATION ACTION PLAN						
OBJECTIVE	STRATEGIES	KPI'S	ACTIONS/PROGRAMMES	BUDGET	RESPONSIBILITY	TIME FRAME
<b>To provide systems and mechanisms for accountability and public participation in municipal development affairs</b>	Formulate an integrated development plan within the context of the five year cycle.	Adopted IDP	Review of an integrated development plan 2009/2010 and beyond in line with the development strategies. Ensure the contents of projects and programmes of Municipal Integrated Development Plan are encapsulated into UMDM Plan.	R200,000.00	Municipal Manager	
	Formulate Organizational Performance Management Framework	Completed OPMS	Finalization of the PMS Systems Implementation of the system in line with DTLGA guidelines Establishment of the Performance Management Committee.		Municipal Manager	
	Finalize Communication strategy	Adopted Communication Strategy	Ensure that the Communication Strategy, Citizens participation as well as the help desk is implementable.		S M Corporate	
	Prevention, education and awareness	Conduct 7 HIV/AIDS awareness campaigns	To ensure the reduction of new infections among youth, women and people living in rural areas To reduce the stigma attached to HIV and AIDS To encourage voluntary counselling and testing	R 15,00.00	S M Community Services	
	To partner with the Department of Social Development		To create an enabling environment for orphans and vulnerable children To lend support to relevant sector Departments, NGO's, CBO's to effectively deliver to those affected and in need support and care.		S M Community Services	

	Formulate Community Participation Plan	Completed Participation Plan	Ensure that the Community participation plan is adopted and implemented		S M Community Services	
	Training of Ward committees	7 ward committees trained	Provide funding for training of ward committees Strengthen support to ward committees ensuring that they are capacitated		S M Community Services	
	Undertake customer satisfaction survey	Increase in customer satisfaction survey	Budget to be set aside to conduct the survey		SM Community	

MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT ACTION PLAN						
OBJECTIVE	STRATEGIES	KPI'S	ACTIONS/PROGRAMMES	BUDGET	RESPONSIBILITY	TIME FRAME
<b>To manage municipal resources to ensure financial sustainability and affordability</b>	Introduce Investment Incentive Scheme	Investment Incentive Scheme	Formulation and introduction of investment incentive scheme taking into consideration current realities and capacity to implement scheme			
	Incorporate previously non rated areas	50 %Municipal Property Rates Act Rebate	Implementation of rates Policy			

# **SECTION F: FINANCIAL PLAN**

## **Financial Viability and Financial Management (Financial Plan)**

The information recorded hereunder is the Financial Plan for the Richmond Municipality and records the expected operating revenue as well as expenditure in the MTEF period. The Financial Plan covers the financial periods, 2013/2014; 2014/2015 and 2015/2016.

### **Operating Revenue**

Description	Adjustment Budget 2012/13	Budget Year 2013/14	Budget Year+1 2014/15	Budget Year+2 2015/16
Property rates	7 200 000	7 700 000	8 162 000	8 651 720
Property rates- penalties and collection charges	400 000	400 000	424 000	449 440
Service charges- refuse revenue	309 390	488 820	518 149	549 238
Rental of facilities and equipment	1 160 114	1 089 768	1 155 154	1 224 463
Interest earned - external investments	1 500 000	1 700 000	1 802 000	1 910 120
Interest earned - outstanding debtors	104 450	70 180	74 391	78 854
Fines	2 500	252 500	267 650	283 709
Licences and permits	434 585	336 000	356 160	377 530
Income from agency services	401 927	400 000	424 000	449 440
Government Grants and Subsidies	40 169 039	38 207 000	48 152 000	60 603 560
Other income	470 440	353 990	375 229	397 743
<b>TOTAL OPERATING REVENUE(excluding capital transfers and contributions)</b>	<b>52 152 445</b>	<b>50 998 258</b>	<b>61 710 733</b>	<b>74 975 817</b>

### Operating Appropriations

Description	Adjusted 2012/2013 Budget	%	Budget Year 2013/2014	%
<b><u>Expenditure by Type</u></b>				
Employee related costs	22 890 032.00	0.42	27 180 779.00	0.48
Remuneration of Councillors	3 645 200.00	0.07	3 849 426.00	0.07
Collection costs	50 000.00	0.00	50 000.00	0.00
Depreciation	4 850 390.00	0.09	5 583 778.00	0.10
Repairs and maintenance	2 570 900.00	0.05	3 172 000.00	0.06
Interest Expense	5 000.00	0.00	1 300.00	0.00
Contracted services	3 086 168.00	0.06	3 854 504.00	0.07
Grants and subsidies paid	59 270.00	0.00	-	-
General expenses	17 826 629.00	0.32	12 711 423.00	0.22
Contributions to provisions	80 000.00	0.00	100 000.00	0.00
<b>Total Expenditure</b>	<b>55 063 589.00</b>	<b>1.00</b>	<b>56 503 210.00</b>	<b>1.00</b>

### **Capital Appropriations by Vote**

<b>Vote</b>	<b>Adjustment Budget 2012/13</b>	<b>Budget Year 2013/14</b>	<b>Budget Year+1 2014/15</b>	<b>Budget Year+2 2015/16</b>
Executive and Council	44 000	348 000		
Finance and Administration	769 600	205 500		
Planning and Development	164 100	227 000		
Community & Social Services	334 000	299 000		
Public Safety	1 221 000	5 145 000	4 000 000	
Sport & Recreation	3 495 210	450 000		
Waste Management	0	1 520 000		
Road Transport	25 203 272	16 655 000	16 602 000	17 528 940
<hr/>				
Total Capital Budget	31 231 182	24 849 500	20 602 000	17 528 940

**The above figures reflect the resourcing of the municipal budget over the medium to the long term in respect of both the operating and capital budgets.**

For 2013/14 an amount of R21,6 million has been appropriated for the development of infrastructure which represents 87.5% of the total capital budget. Roads receives the highest allocation of R16,655 million.

**Please note that the housing projects are contained in the IDP and are not reflected in the budget and Financial Plan as the houses constructed are transferred to the recipients upon completion.**

The greatest of challenges, when formulating an implementable and sustainable Financial Plan is to match service delivery with a small and very limited resource base. The Financial Plan is informed by available and expected sources of income which is contradictory with the basis of the strategic framework which is visionary to meet the expectations of the community and which strives to improve the livelihood of all residents. The Richmond Municipality is faced with enormous challenges with regards to adequate financial availability in terms of delivery of services, capacity and institutional arrangements to successfully deliver on its developmental mandate coupled with the overwhelming task of eradicating its backlogs which have to be implemented in a realistic manner within the confines of the available resources.

The funding of the budget of the Richmond Municipality is fully compliant with section 18 of the Municipal Finance Management Act (MFMA), however challenges as indicated hereunder still need to be addressed:

- Ensuring that systems, to improve current situation, are continuously introduced and improved upon
- Ensuring that the implementation of the budget is in line with legislation, community expectations in meeting deliverable targets to be measured
- Adjusting the organizational structure in line with financial availability and furthermore to provide for finances to increase the capacity



- Preserving the Municipality's cash flow position ensuring that undue pressure is not placed on the financial situation of the municipality at critical phases within the Municipal financial year
- To implement strategic financial planning to move away from the reliance on adjustments to the budget as catered for in legislation

## **Strategies**

### **a) Revenue Raising Strategies**

The development and adoption of the Revenue Enhancement Strategy is expected to be completed by 30 April 2012 and thereafter implemented accordingly.

### **b.) Financial Management Strategies**

The municipality is currently compliant in terms of reporting in terms of the Municipal Finance Management Act. Annual Financial Statements are submitted timeously to the Auditor General.

The municipality prepared and submitted its 2009/2010 Annual Financial Statements in the GRAP format with assistance received from the Provincial Treasury under the Municipal Assistance Programme. An unqualified audit report was received in respect thereof. The municipality's assets register is also fully compliant with GRAP 17.

Upgrades have been made to the municipal financial management system whereby reports required in terms of the MFMA are extracted and submitted electronically to both Provincial and National Treasury.

### **b) Debt Collection Strategy**

The municipality is currently implementing its debt collection and credit control policy.

The budget and treasury office has also implemented a debt collection strategy whereby debtors are phoned first by the municipal staff requesting payment. Should this approach prove unsuccessful, the debtor is then handed over to councils debt collectors.

## **Alignment of the budget and IDP**

The budget and IDP process plan ensure that the budgeting and IDP processes are linked. The operating and capital budgets are aligned to the IDP by linking the various votes to the strategic objectives as contained in the IDP.

Capital expenditure for the various departments are also included in the departmental heads service delivery and budget implementation plans.

## BUDGET RELATED POLICIES

NO.	POLICY	DEPT.	AVAILABILITY	ADOPTION DATE
1	Debt Collection and Credit Control Policy	Budget & Treasury Office	Y	14/12/2010
2	Traffic Policy (all relative matters)	Community Services	Y	#####
3	Pety cash Policy	Budget & Treasury Office	Y	To be adopted.
4	Revenue enhancement Policy	Budget & Treasury Office	Y	14/12/2010
5	Municipal property rates policy	Budget & Treasury Office	Y	14/12/2010
6	Borrowing Policy	Budget & Treasury Office	Y	14/12/2010
7	Long Term Financial Plan Policy	Budget & Treasury Office	Y	14/12/2010
8	Supply Chain Management policy	Budget & Treasury Office	Y	14/12/2010
9	Asset management policy	Budget & Treasury Office	Y	14/12/2010
10	Indigent policy and Free Basic Services Policy	Budget & Treasury Office	Y	14/12/2010
11	Cash Management and Investment Policy	Budget & Treasury Office	Y	14/12/2010
12	Budget Policy	Budget & Treasury Office	Y	14/12/2010
13	Infrastructure and Capital Investment policy	Budget & Treasury Office	Y	14/12/2010
14	Funds and Reserves Policy	Budget & Treasury Office	Y	14/12/2010
15	Tariff Policy	Budget & Treasury Office	Y	14/12/2010
16	Virement Policy	Budget & Treasury Office	Y	14/12/2010
17	Human Resource Policy	Corporate Services	Y	

## PLANNED CAPITAL PROJECTS FOR 2013/2014 FINANCIAL YEAR

PROJECTS/ PROGRAMMMES	BUDGET	DEPARTMENT
<b>BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT</b>		
Siyathuthuka 1km Tar Road	R 4,000 000.00	Technical Services
Nhlazuka Phase 2 Bridge	R 2 000 000.00	Technical Services
Simozomeni Road Phase 3	R 2 500 000.00	Technical Services
Magoda Tar Road	R 4 000 000.00	Technical Services
Renovation of Hall Ward 3	R 1,500,000.00	Technical Services
Ndaleneni Sidewalks Phase 2	R 2,500,000.00	Technical Services
Tarring of Hopewel Road	R 3,353,500.00	Technical Services
<b>SOCIAL AND LOCAL ECONOMIC DEVELOPMENT</b>		
Arts and culture	R 15,000.00	Community Services
HIV/AIDS awareness	R 15,000.00	Community Services
Sports and Recreation	R 15,000.00	Community Services
Kwanaloga games	R130,000.00	Community Services
Mayoral Games	R 50,000.00	Council
Youth development	R 20,000.00	Corporate

### 3 YEAR CAPITAL PLAN 2013/2014 – 2015/2016

1. Municipal Infrastructure Grant					
AGENT	PROJECT TITLE	WARD	2013/2014	2013/2014	2014/2015
KZ227-Richmond	Siyathuthuka Main Road	Ward 2	R 2 000 000.00	R2 000 000	



<b>TOTAL</b>			<b>22 000.00</b>		
<b>CORPORATE SERVICES</b>					
	Computer System upgrade	All	100 000.00		
	Table and Chairs	All	20 000.00		
	Air Conditioner	All	8 000.00		
	Metal Stationery Cupboard	All	6 000.00		
	Desks and chairs	All	12 000.00		
	Laptop	All	4 500.00		
	Desktop computers	All	15 000.00		
	Air conditioner	All	16 000.00		
<b>TOTAL</b>			<b>181 500.00</b>		
<b>LOCAL ECONOMIC DEVELOPMENT</b>					
	Printer		10 000.00		
	Microwave		1 500.00		
	Filing cabinet		4 000.00		
	Projector		10 000.00		
	Screen		2 500.00		
	Desk		15 000.00		
	Chairs		6 500.00		
	Desk tops		25 000.00		
	Mobile offices		100 000.00		
<b>COMMUNITY SERVICES</b>					
	Laptop		11 000.00		
	Laptop (Housing)		5 000.00		
<b>HALLS</b>					
	Brush Cutters		50 000.00		
	Magoda Hall Ceiling		50 000.00		
	Smozomeni Hall Ceiling		50 000.00		
	Slahla Hall (Septic tank and fencing)		65 000.00		

	Hopewell Hall Fencing		40 000.00		
	Bakkie ( Disaster Management)		200 000.00		

At the recently held Integrated Development Plan Alignment Meetings – information was obtained from Sector Departments and is recorded hereunder for purpose of achieving integrated development planning and implementation. At the end of this section is a table indicating sector departments who had information available. This will be an ongoing process where projects identification from the community and the budgeting processes will inform each other.

## 1. Information Received

The following sector departments and stakeholders contributed to the sector alignment process i.e. conducted by the Richmond Municipality and the District Municipality.

### 1.1 Department of Economic Development and Tourism

PROJECT NAME	PURPOSE	BUDGET	PROJECT STATUS
Richmond Development (RSDI) Special initiative	Establish LED PMU in Richmond to enhance LED in the area and create LED capacity for the Municipality		<ul style="list-style-type: none"> <li>Project delayed</li> <li>Turnaround Plan in implementation</li> <li>Contract PMU staff – contracting</li> </ul>
RSDI Strategic Project Fund (SPF)	To develop and implement effective sustainable LED projects in Richmond	R5 million 2013/2014	<ul style="list-style-type: none"> <li>Call, evaluate, and contract SPF projects</li> </ul>
Richmond Economic Analysis	To undertake a detailed analysis of the local economy in order to develop a LED	R200 000	<ul style="list-style-type: none"> <li>Contracting</li> <li>Inception</li> </ul>

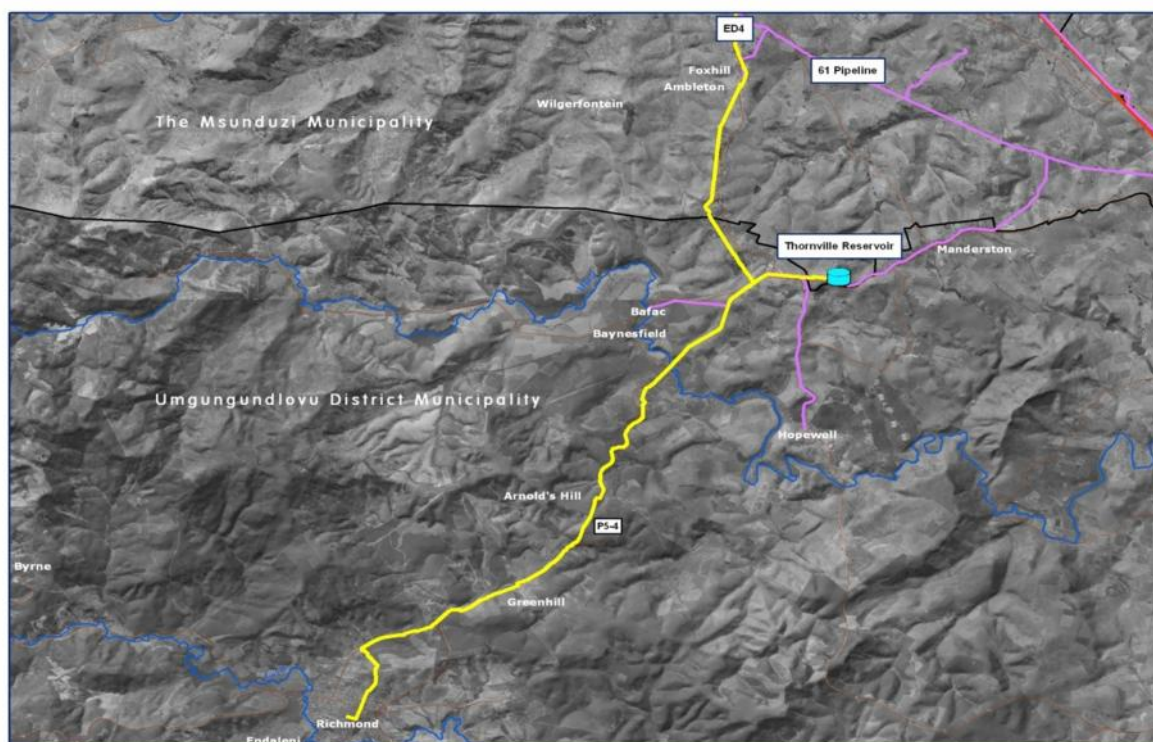


	Strategy		
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## 1.2 Umgeni Water

PROJECT NAME					
<b>The Richmond Pipeline</b>	Serve the potable water demands of greater Richmond and tie into the existing Thornville sub-system.	Ward 18 in The Msunduzi Municipality and Wards 1, 3, 4 and 7 in the Richmond Municipality.	31,2km long section of 450mm diameter pipeline and a new booster pump station.	Is in the design phase.	R 236 777 000.00

## RICHMOND PIPELINE FOR WATER SUPPLY



- Purpose: Serve the potable water demands of greater Richmond and tie into the existing Thornville sub-system.
- Location: Ward 18 in the Msunduzi Municipality and Wards 1, 3, 4 and 7 in the Richmond Municipality.

### 1.3 Department of Human Settlements

Project Name	Slums / Informal Upgrade	PROJECT STATUS	Total Units	Total Project Cost (start)	Total Cashflow 2012/12	2012/13 Budget	2013/14 Budget
St Bernards	Informal Upgrade	New Project	360	27,836,640	175,850	5,191,234	4,842,630
Amanda's Hill	Informal Upgrade	New Project	40	3,092,960	19,540	832,286	1,937,052
Inhlazuka	No	Planning	1,000	0	4,042,350	9,144,392	5,842,630
Phatheni	No	Completed	700	43,856,898	2,360,812	0	0
Zwelethu	No	Construction	120	2,891,922	7,703,220	0	0
Argosy Farm	No	Completed	1,603	30,790,459	1,500,000	3,032,999	0
Siyathuthuka Ph2	No	Planning	1,000	1,431,310	3,500,000	9,557,043	7,002,629
Bhongoza	Slums Clearance	New Project	300	0	0	732,710	6,725,400
Gengeshe	Slums Clearance	New Project	400	0	0	976,940	6,967,200
Mzinolovu	Slums Clearance	New Project	300	0	0	732,710	6,725,400

### 1.4 Department of Agriculture and Environmental Affairs

## Environmental Projects

Project name	2012/12	2012/13	2013/14
Environmental Awareness & Capacity building	R150 000	R175 000	R180 000
Urban greening	R300 000	R300 000	R350 000
Environmental Awareness & Capacity building	R150 000	R175 000	R180 000

## FOOD SECURITY PROGRAMME

### PROJECT STARTER PACK

PROJECT NAME	WARD	PROJECT TYPE
1. Mathiya Coop	5	Vegetables

### SCHOOL GARDEN PROJECTS

NAME OF SCHOOL	GROUND TRAINED	Vegetables PERSON
3. Ndaleni Clinic	2	Vegetables

Mantsholwane	Yes
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Esimozomeni P Yes

Ndaleni P	Yes
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Malizayo P No  
6. Maromeni St. 7 Vegetables  
Bernard

Mthombowolwazi P	Yes
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Shiyampahla P No

Kwamlamuli P	Yes
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10. Mbuthweni Funudu H 6 Yes Vegetables

Mantsholwane	Yes
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Esimozomeni P Yes

### 1.5 Department of Art and Culture

Local Municipality	Project/Programme Details ( per LM)	Project Cost Actual and Expenditure	Ward /Area where project will be implemented	Project Start Period	Project Manager & Details
Richmond Municipality	Youth Development	R10000.00	Richmond Municipality	June 2012	H.C Gumede 083 281 0534

Project/Programme	Proposed Cost	Proposed project start date	RESPONSIBLE OFFICIAL/ DEPARTMENT
<ul style="list-style-type: none"> <li>Richmond Library Cyber cadet facility. Ward 1.</li> </ul>	R250 000 set up plus annual ongoing connectivity costs and cybercadet salaries of R120 000.	April 2010 2010/2012	Ms.C.Slater 033 341 3000

## 1.6 Eskom

### Status of Electrification

Number	Municipality Name	Total no of Households	No of Households Electrified	No of Households Not Electrified
DC22	uMgungundlovu			
KZ 227	Richmond	12,537	7,577	4,960

Observing from the table above Richmond has 7,577 No of households that have been electrified leaving 4,960 households not electrified.

### Eskom projects

Local Municipality	Project Name	Project Type	Sum of TOTAL Planned Connections	Sum of TOTAL Planned CAPEX (Including VAT)
Richmond	EMGXOBELENI	Household	109	R3,121,990.32

The above mentioned project is almost 95% completed.

Eskom have plans for upgrading infrastructure and network near areas that are earmarked for future development in the entire uMgungundlovu District area.

### 1.7 UMGUNGUNDLOVU MUNICIPALITY

PROJECT NAME	LOCATION	MUNICIPALITY	TOTAL
Upgrade Richmond Landfill site	Richmond Commonage	Richmond Municipality	R2 000 000.00

### 1.8 Department of Health

Service Platform

Category	No	Level of Care	Name	Municipality	Current Status
	1	Hopewell Clinic	Richmond	Richmond	Planning

### 1.9 Department of Transport

Declared Road Network					
APPROXIMATE Kms for DC 22					
	Blacktop	Gravel	Local Rd	A Roads	TOTAL
Area	km	km	Gravel km	Gravel km	
KZ 227	116.96	237.21	34.79	22.70	411.66
<b>TOTALS</b>	<b>116.96</b>	<b>237.21</b>	<b>34.79</b>	<b>22.70</b>	<b>411.66</b>

<b>Local Council</b>	<b>Contract No</b>	<b>Contract Description</b>	<b>Budget</b>	<b>Km/m/m2/no</b>	<b>Ward No.</b>	<b>T/Authority</b>	<b>Inkosi Name</b>	<b>Start</b>	<b>End</b>	<b>Stage</b>
KZ226/7	<a href="#">C226-7/5300/M</a>	Safety Maintenance -	750 000					1/4/2013	31/3/2014	Open



		Guardrails : Purchase								
KZ226/7	<a href="#">C226-7/5301/S</a>	Safety Maintenance - Guardrails : Installation	200 000					1/4/2013	31/3/2014	1
KZ226/7	<a href="#">C226-7/5302/S</a>	Safety Maintenance - Roadmarking : Painting	1 000 000					1/4/2013	31/3/2014	Open
KZ226/7	<a href="#">C226-7/5303/S</a>	Safety Maintenance - Roadmarking : Installation of Studs	200 000					1/4/2013	31/3/2014	1
KZ226/7	<a href="#">C226-7/5304/M</a>	Safety Maintenance - Roadmarking : Studs: Purchase	250 000					1/4/2013	31/3/2014	Open
KZ226/7	<a href="#">C226-7/5305/M</a>	Safety Maintenance - Blacktop Patching : Materials	1 200 000					1/4/2013	1/4/2013	Open
KZ226	<a href="#">C226/5306/S</a>	Safety Maintenance - Blacktop Patching : Contract No 1 Labour	200 000					1/4/2013	30/9/2013	1
KZ227	<a href="#">C227/5307/S</a>	Safety Maintenance - Blacktop Patching : Contract No 2 Labour	200 000					1/10/2013	1/3/2014	1
KZ226/7	<a href="#">C226-7/5308/S</a>	Safety Maintenance - Blacktop Patching : Open Contract	1 700 000					1/4/2013	31/3/2014	Open
KZ226/7	<a href="#">C226-7/5309/S</a>	Safety Maintenance - Blacktop Patching : Open Contract	1 700 000					1/4/2013	31/3/2014	Open
KZ226/7	<a href="#">C226-7/5310/M</a>	Safety Maintenance - Signs : Purchase	200 000					1/4/2013	31/3/2014	Open
	<b>Allocation</b>	<b>5 450 000.00</b>	<b>7 600 000.00</b>							
KZ226	<a href="#">C226/5311/S</a>	Construction of Mbungwini Rd	550 000	1.5	2	Manyavu	S.E. Mdluli	1/6/2013	31/7/2013	2
KZ226	<a href="#">C226/5312/S</a>	Construction of Ncukwini Rd	900 000	2.5	7	Embo/Timuni	L.D Mkhize	1/6/2013	31/8/2013	3
KZ227	<a href="#">C227/5313/S</a>	Construction of Maghuden Rd	900 000	2.6	3	Esphahleni	Z. Dlamini	1/6/2013	31/8/2013	3
KZ227	<a href="#">C227/5314/S</a>	Construction of Mantanta Rd	1 450 000	3.5	6	Vumukwenza	M.P. Mkhize	1/6/2013	31/8/2013	3
KZ226	<a href="#">C226/5315/S</a>	Construction of Ncukwini Causeway	1 000 000		7	Embo/Timuni	L.D Mkhize	1/6/2013	31/8/2013	3
KZ227	<a href="#">C227/5316/S</a>	Construction of Mdlalose Causeway	1 000 000		5	Vumukwenza	M.P. Mkhize	1/6/2013	31/8/2013	3
KZ226/7	<a href="#">C226-7/5317/S</a>	Gravelling Local Roads	550 000					1/7/2013	31/8/2013	Open
	<b>Allocation</b>	<b>6 347 550.00</b>	<b>6 350 000.00</b>	<b>10.1</b>						
KZ226/7	<a href="#">C226-7/5318/S</a>	Other equipment	4 750 000					1/4/2013	31/3/2014	Open
KZ226/7	<a href="#">C226-7/5319/M</a>	Civil material	1 000 000					1/4/2013	31/3/2014	Open
KZ226/7	<a href="#">C226-7/5320/S</a>	Routine Maintenance - Blading	1 800 000					1/4/2013	31/3/2014	Open

KZ226/7	<a href="#">C226-7/5321/F</a>	Fuel and Oil - Blading	1 100 000					1/4/2013	31/3/2014	Dept
KZ226	<a href="#">C226/5322/S</a>	Routine maintenance- Blading of local roads-1	500 000					1/4/2013	31/3/2014	2
KZ227	<a href="#">C227/5323/S</a>	Routine maintenance- Blading of local roads-2	500 000					1/4/2013	31/3/2014	2
KZ226/7	<a href="#">C226-7/5324/F</a>	Fuel and Oil - Verge and Drain Blading	1 100 000					1/4/2013	31/3/2014	Dept
KZ227	<a href="#">C227/5325/S</a>	Routine Maintenance - Richmond-specialised	200 000					1/4/2013	30/9/2013	1
KZ227	<a href="#">C227/5326/S</a>	Routine Maintenance - Richmond-Pipe desilting	200 000					1/10/2013	1/3/2014	1
KZ227	<a href="#">C227/5327/S</a>	Routine Maintenance - Richmond-labour based-1	200 000					1/10/2013	1/3/2014	1
KZ227	<a href="#">C227/5328/S</a>	Routine Maintenance - Eston-specialised	200 000					1/4/2013	30/9/2013	1
KZ227	<a href="#">C227/5329/S</a>	Routine Maintenance - Eston-Pipe desilting	200 000					1/10/2013	1/3/2014	1
KZ227	<a href="#">C227/5330/S</a>	Routine Maintenance - Eston-labour based-1	200 000					1/10/2013	1/3/2014	1
KZ226	<a href="#">C226/5331/S</a>	Routine Maintenance - Camperdown-specialised	200 000					1/4/2013	30/9/2013	1
KZ226	<a href="#">C226/5332/S</a>	Routine Maintenance - Nagle Dam-Pipe desilting	200 000					1/10/2013	1/3/2014	1
KZ226	<a href="#">C226/5333/S</a>	Routine Maintenance - Camperdown-Pipe desilting	200 000					1/10/2013	1/3/2014	1
KZ226	<a href="#">C226/5334/S</a>	Routine Maintenance - Camperdown-labour based-1	200 000					1/10/2013	1/3/2014	1
KZ227	<a href="#">C227/5335/S</a>	Routine Maintenance - Grass Cutting-Richmond	200 000					1/11/2013	31/3/2014	1
KZ227	<a href="#">C227/5336/S</a>	Routine Maintenance - Grass Cutting-Eston	200 000					1/11/2013	31/3/2014	1
KZ226	<a href="#">C226/5337/S</a>	Routine Maintenance - Grass Cutting-Camperdown	200 000					1/11/2013	31/3/2014	1
KZ226/7	<a href="#">C226-7/5338/S</a>	Routine Maintenance - Noxious Weeds	400 000					1/4/2013	31/3/2014	Open
KZ226/7	<a href="#">C226-7/5339/M</a>	Routine Maintenance - Fence & Km Posts	350 000					1/4/2013	31/3/2014	Open
KZ226/7	<a href="#">C226-7/5340/M</a>	Routine Maintenance - Signs : Purchase	200 000					1/4/2013	31/3/2014	Open
KZ226/7	<a href="#">C226-7/5341/S</a>	Routine Maintenance -	200 000					1/6/2013	31/1/2014	1

		Signs : Installation								
	<b>Allocation</b>	<b>14 052 150.00</b>	<b>14 500 000.00</b>							
KZ226/7	<a href="#">C226-7/5342/M</a>	Zibambele - Materials	200 000							Open
KZ226/7	<a href="#">C226-7/5343/E</a>	Zibambele - Contractors	6 620 880					1/4/2013	31/3/2014	Zibambele
	<b>Allocation</b>	<b>6 820 880.00</b>	<b>6 820 880.00</b>							
KZ226	<a href="#">C226/5344/S</a>	Re-gravelling of D 246	1 750 000	5	4	N/A	N/A	1/6/2013	31/10/2013	3
KZ226	<a href="#">C226/5345/S</a>	Re-gravelling of D 390	700 000	2	4	N/A	N/A	1/7/2013	31/10/2013	3
KZ227	<a href="#">C227/5346/P</a>	Re-gravelling of D 63	2 100 000	5.8	7	N/A	N/A	1/7/2013	30/11/2013	Open
KZ227	<a href="#">C227/5347/P</a>	Re-gravelling of D 126	300 000	0.6	4	N/A	N/A	1/7/2013	31/10/2013	2
KZ226	<a href="#">C226/5348/S</a>	Re-gravelling of D1008	1 750 000	5	5	Embo/Timuni	L.D Mkhize	1/6/2013	31/10/2013	3
KZ226	<a href="#">C226/5349/P</a>	Re-gravelling of D 977	2 100 000	5.8	7	Embo/Timuni	L.D Mkhize	1/7/2013	30/11/2013	Open
KZ227	<a href="#">C227/5350/S</a>	Re-gravelling of D 59	1 100 000	3	6	Esphahleni	Z. Dlamini	1/7/2013	31/10/2013	3
KZ227	<a href="#">C227/5351/P</a>	Re-gravelling of D 158	3 500 000	10	5	Vumukwenza	M.P. Mkhize	1/7/2013	30/11/2013	Open
KZ226	<a href="#">C226/5352/P</a>	Re-gravelling of D 505	350 000	1	4	N/A	N/A	1/7/2013	31/10/2013	2
KZ226	<a href="#">C226/5353/P</a>	Re-gravelling of L 637	2 400 000	7.2	5	Embo/Timuni	L.D Mkhize	1/7/2013	30/11/2013	Open
KZ226	<a href="#">C226/5354/S</a>	Re-gravelling of L 638	1 600 000	4.3	5	Embo/Timuni	L.D Mkhize	1/6/2013	31/10/2013	3
KZ226	<a href="#">C226/5355/S</a>	Re-gravelling of P 350	2 975 000	8.5	4	N/A	N/A	1/7/2013	30/11/2013	Open
KZ226	<a href="#">C226/5356/P</a>	Re-gravelling of L 169	700 000	2	4	N/A	N/A	1/6/2013	31/10/2013	Open
KZ226	<a href="#">C226/5357/S</a>	Re-gravelling of D 2169	2 275 000	6.5	6	Vumukwenza	M.P. Mkhize	1/7/2013	30/11/2013	Open
	<b>Allocation</b>	<b>23 842 500.00</b>	<b>23 600 000</b>	<b>66.70</b>						
	<b>Allocation</b>	<b>56 513 080.00</b>	<b>58 870 880.00</b>							
		<b>EPWP - ROUTED ROADS</b>								
KZ227	<a href="#">C227/5358/E</a>	MR 5 Specilaised Maintenance	500 000					1/4/2013	31/3/2014	2
KZ227	<a href="#">C227/5359/E</a>	MR 24 Specilaised Maintenance	500 000					1/4/2013	31/3/2014	2
KZ226	<a href="#">C226/5360/E</a>	MR 21 Specilaised Maintenance	500 000					1/4/2013	31/3/2014	2
KZ 226	<a href="#">C226/5361/E</a>	MR 1 Specilaised Maintenance	500 000					1/4/2013	31/3/2014	2
			<b>2 000 000</b>							
<b>Local Council</b>	<b>Contract No</b>	<b>Contract Description</b>	<b>Budget</b>	<b>Km/m/m2/no</b>	<b>Ward No.</b>	<b>T/Authority</b>	<b>Inkosi Name</b>	<b>Start</b>	<b>End</b>	<b>Stage</b>
KZ226/7	<a href="#">C226-7/5300/M</a>	Safety Maintenance - Guardrails : Purchase	750 000					1/4/2013	31/3/2014	Open
KZ226/7	<a href="#">C226-7/5301/S</a>	Safety Maintenance - Guardrails : Installation	200 000					1/4/2013	31/3/2014	1
KZ226/7	<a href="#">C226-7/5302/S</a>	Safety Maintenance - Roadmarking : Painting	1 000 000					1/4/2013	31/3/2014	Open
KZ226/7	<a href="#">C226-7/5303/S</a>	Safety Maintenance - Roadmarking : Installation of	200 000					1/4/2013	31/3/2014	1

		Studs								
KZ226/7	<a href="#">C226-7/5304/M</a>	Safety Maintenance - Roadmarking : Studs: Purchase	250 000					1/4/2013	31/3/2014	Open
KZ226/7	<a href="#">C226-7/5305/M</a>	Safety Maintenance - Blacktop Patching : Materials	1 200 000					1/4/2013	1/4/2013	Open
KZ226	<a href="#">C226/5306/S</a>	Safety Maintenance - Blacktop Patching : Contract No 1 Labour	200 000					1/4/2013	30/9/2013	1
KZ227	<a href="#">C227/5307/S</a>	Safety Maintenance - Blacktop Patching : Contract No 2 Labour	200 000					1/10/2013	1/3/2014	1
KZ226/7	<a href="#">C226-7/5308/S</a>	Safety Maintenance - Blacktop Patching : Open Contract	1 700 000					1/4/2013	31/3/2014	Open
KZ226/7	<a href="#">C226-7/5309/S</a>	Safety Maintenance - Blacktop Patching : Open Contract	1 700 000					1/4/2013	31/3/2014	Open
KZ226/7	<a href="#">C226-7/5310/M</a>	Safety Maintenance - Signs : Purchase	200 000					1/4/2013	31/3/2014	Open
	<b>Allocation</b>	<b>5 450 000.00</b>	<b>7 600 000.00</b>							
KZ226	<a href="#">C226/5311/S</a>	Construction of Mbungwini Rd	550 000	1.5	2	Manyavu	S.E. Mdluli	1/6/2013	31/7/2013	2
KZ226	<a href="#">C226/5312/S</a>	Construction of Ncukwini Rd	900 000	2.5	7	Embo/Timuni	L.D Mkhize	1/6/2013	31/8/2013	3
KZ227	<a href="#">C227/5313/S</a>	Construction of Maghuden Rd	900 000	2.6	3	Esphahleni	Z. Dlamini	1/6/2013	31/8/2013	3
KZ227	<a href="#">C227/5314/S</a>	Construction of Mantanta Rd	1 450 000	3.5	6	Vumukwenza	M.P. Mkhize	1/6/2013	31/8/2013	3
KZ226	<a href="#">C226/5315/S</a>	Construction of Ncukwini Causeway	1 000 000		7	Embo/Timuni	L.D Mkhize	1/6/2013	31/8/2013	3
KZ227	<a href="#">C227/5316/S</a>	Construction of Mdlalose Causeway	1 000 000		5	Vumukwenza	M.P. Mkhize	1/6/2013	31/8/2013	3
KZ226/7	<a href="#">C226-7/5317/S</a>	Gravelling Local Roads	550 000					1/7/2013	31/8/2013	Open
	<b>Allocation</b>	<b>6 347 550.00</b>	<b>6 350 000.00</b>	<b>10.1</b>						
KZ226/7	<a href="#">C226-7/5318/S</a>	Other equipment	4 750 000					1/4/2013	31/3/2014	Open
KZ226/7	<a href="#">C226-7/5319/M</a>	Civil material	1 000 000					1/4/2013	31/3/2014	Open
KZ226/7	<a href="#">C226-7/5320/S</a>	Routine Maintenance - Blading	1 800 000					1/4/2013	31/3/2014	Open
KZ226/7	<a href="#">C226-7/5321/F</a>	Fuel and Oil - Blading	1 100 000					1/4/2013	31/3/2014	Dept
KZ226	<a href="#">C226/5322/S</a>	Routine maintenance-Blading of local roads-1	500 000					1/4/2013	31/3/2014	2
KZ227	<a href="#">C227/5323/S</a>	Routine maintenance-Blading of local roads-2	500 000					1/4/2013	31/3/2014	2
KZ226/7	<a href="#">C226-7/5324/F</a>	Fuel and Oil - Verge and DrainBlading	1 100 000					1/4/2013	31/3/2014	Dept
KZ227	<a href="#">C227/5325/S</a>	Routine	200					1/4/2013	30/9/2013	1

		Maintenance - Richmond-specialised	000							
KZ227	<a href="#">C227/5326/S</a>	Routine Maintenance - Richmond-Pipe desilting	200 000					1/10/2013	1/3/2014	1
KZ227	<a href="#">C227/5327/S</a>	Routine Maintenance - Richmond-labour based-1	200 000					1/10/2013	1/3/2014	1
KZ227	<a href="#">C227/5328/S</a>	Routine Maintenance - Eston-specialised	200 000					1/4/2013	30/9/2013	1
KZ227	<a href="#">C227/5329/S</a>	Routine Maintenance - Eston-Pipe desilting	200 000					1/10/2013	1/3/2014	1
KZ227	<a href="#">C227/5330/S</a>	Routine Maintenance - Eston-labour based-1	200 000					1/10/2013	1/3/2014	1
KZ226	<a href="#">C226/5331/S</a>	Routine Maintenance - Camperdown-specialised	200 000					1/4/2013	30/9/2013	1
KZ226	<a href="#">C226/5332/S</a>	Routine Maintenance - Nagle Dam-Pipe desilting	200 000					1/10/2013	1/3/2014	1
KZ226	<a href="#">C226/5333/S</a>	Routine Maintenance - Camperdown-Pipe desilting	200 000					1/10/2013	1/3/2014	1
KZ226	<a href="#">C226/5334/S</a>	Routine Maintenance - Camperdown-labour based-1	200 000					1/10/2013	1/3/2014	1
KZ227	<a href="#">C227/5335/S</a>	Routine Maintenance - Grass Cutting-Richmond	200 000					1/11/2013	31/3/2014	1
KZ227	<a href="#">C227/5336/S</a>	Routine Maintenance - Grass Cutting-Eston	200 000					1/11/2013	31/3/2014	1
KZ226	<a href="#">C226/5337/S</a>	Routine Maintenance - Grass Cutting-Camperdown	200 000					1/11/2013	31/3/2014	1
KZ226/7	<a href="#">C226-7/5338/S</a>	Routine Maintenance - Noxious Weeds	400 000					1/4/2013	31/3/2014	Open
KZ226/7	<a href="#">C226-7/5339/M</a>	Routine Maintenance - Fence & Km Posts	350 000					1/4/2013	31/3/2014	Open
KZ226/7	<a href="#">C226-7/5340/M</a>	Routine Maintenance - Signs : Purchase	200 000					1/4/2013	31/3/2014	Open
KZ226/7	<a href="#">C226-7/5341/S</a>	Routine Maintenance - Signs : Installation	200 000					1/6/2013	31/1/2014	1
	<b>Allocation</b>	<b>14 052 150.00</b>	<b>14 500 000.00</b>							
KZ226/7	<a href="#">C226-7/5342/M</a>	Zibambele - Materials	200 000							Open
KZ226/7	<a href="#">C226-7/5343/E</a>	Zibambele - Contractors	6 620 880					1/4/2013	31/3/2014	Zibambele
	<b>Allocation</b>	<b>6 820 880.00</b>	<b>6 820 880.00</b>							
KZ226	<a href="#">C226/5344/S</a>	Re-gravelling of D 246	1 750 000	5	4	N/A	N/A	1/6/2013	31/10/2013	3
KZ226	<a href="#">C226/5345/S</a>	Re-gravelling of D 390	700 000	2	4	N/A	N/A	1/7/2013	31/10/2013	3
KZ227	<a href="#">C227/5346/P</a>	Re-gravelling of D	2 100	5.8	7	N/A	N/A	1/7/2013	30/11/2013	Open

		63	000							
KZ227	<a href="#">C227/5347/P</a>	Re-gravelling of D 126	300 000	0.6	4	N/A	N/A	1/7/2013	31/10/2013	2
KZ226	<a href="#">C226/5348/S</a>	Re-gravelling of D1008	1 750 000	5	5	Embo/Timuni	L.D Mkhize	1/6/2013	31/10/2013	3
KZ226	<a href="#">C226/5349/P</a>	Re-gravelling of D 977	2 100 000	5.8	7	Embo/Timuni	L.D Mkhize	1/7/2013	30/11/2013	Open
KZ227	<a href="#">C227/5350/S</a>	Re-gravelling of D 59	1 100 000	3	6	Esphahleni	Z. Dlamini	1/7/2013	31/10/2013	3
KZ227	<a href="#">C227/5351/P</a>	Re-gravelling of D 158	3 500 000	10	5	Vumukwenza	M.P. Mkhize	1/7/2013	30/11/2013	Open
KZ226	<a href="#">C226/5352/P</a>	Re-gravelling of D 505	350 000	1	4	N/A	N/A	1/7/2013	31/10/2013	2
KZ226	<a href="#">C226/5353/P</a>	Re-gravelling of L 637	2 400 000	7.2	5	Embo/Timuni	L.D Mkhize	1/7/2013	30/11/2013	Open
KZ226	<a href="#">C226/5354/S</a>	Re-gravelling of L 638	1 600 000	4.3	5	Embo/Timuni	L.D Mkhize	1/6/2013	31/10/2013	3
KZ226	<a href="#">C226/5355/S</a>	Re-gravelling of P 350	2 975 000	8.5	4	N/A	N/A	1/7/2013	30/11/2013	Open
KZ226	<a href="#">C226/5356/P</a>	Re-gravelling of L 169	700 000	2	4	N/A	N/A	1/6/2013	31/10/2013	Open
KZ226	<a href="#">C226/5357/S</a>	Re-gravelling of D 2169	2 275 000	6.5	6	Vumukwenza	M.P. Mkhize	1/7/2013	30/11/2013	Open
	<b>Allocation</b>	<b>23 842 500.00</b>	<b>23 600 000</b>	<b>66.70</b>						
	<b>Allocation</b>	<b>56 513 080.00</b>	<b>58 870 880.00</b>							
		<b>EPWP - ROUTED ROADS</b>								
KZ227	<a href="#">C227/5358/E</a>	MR 5 Specilaised Maintenance	500 000					1/4/2013	31/3/2014	2
KZ227	<a href="#">C227/5359/E</a>	MR 24 Specilaised Maintenance	500 000					1/4/2013	31/3/2014	2
KZ226	<a href="#">C226/5360/E</a>	MR 21 Specilaised Maintenance	500 000					1/4/2013	31/3/2014	2
KZ 226	<a href="#">C226/5361/E</a>	MR 1 Specilaised Maintenance	500 000					1/4/2013	31/3/2014	2
			<b>2 000 000</b>							

## BROAD BASED COMMUNITY NEEDS

At the Mayoral Integrated Development Plan Izimbizo held in the month of January and February 2013, the following needs of the community were identified.

PROJECT	WAR D	CAPITA L	MAINTENANC E	RESPONSIBL E DEPARTMEN T	ACTION TO BE TAKEN	TIME FRAM E
Construction of drive ways in Harare (near Harare Bridge)	1		✓	Technical Services	Technical Services to construct driveways	30 April 2013
Upgrade pavements along	1	✓		Technical Services		



Shepstone and Chilley Street						
Speed humps in Harding street are requested	1		✓	Technical Services and Community Services	Community Services to investigate	30 April 2013
Upgrade of Durban Road (from R56 to Chilley Street)	1	✓		DOT	Technical to liaise with DOT	30 April 2013
Shepstone Street /Caltex exit dangerous	1		✓		Matter has been addressed due to the installation of the Traffic Lights	
Fencing Bambatha Rebellion Site(including maintenance)	1	✓		AMAFA/LED / Technical Services	Liaise with AMAFA in respect to fencing. Technical Services to ensure area is maintained.	30 April 2013
Multipurpose Centre responding to Youth and Sport	1	✓		Corporate Services / Technical Services	Formulation of a business plan. Liaise with Sports and Recreation	30 April 2013
Hopewell vehicles registration must be changed from NP to NK	1			Community Services and Municipal Manager	Partially addressed. Encourage communities to pay their licences at Richmond.	Ongoing
Remarking of parking bays and other street marking	1		✓	Community and Technical Services	Re-assess needs	30 April 2013
Rehabilitation of Lamport Street ( all	1	✓		Technical Services	To be incorporated into Infrastructure	

streets in Richmond)					e Plan according to availability of budget.	
Drivers test centre	1	✓				
<b>PROJECT</b>	<b>WARD</b>	<b>CAPITAL</b>	<b>MAINTENANCE</b>	<b>FACILITATION</b>		
Construction of High School Richmond Combined	1			Liaise with Department of Education		
	1	✓				
Upgrade Church Street Sports Ground	1	✓				
Renovation of Memorial Hall	1		✓			
Social Community Centre	1			Liaise with Department of social development	Community Services	
Sportfield at Mzinolovu	1					
Electrification of Mzinolovu	1			Liaise with the Department of Energy and Eskom		
Street Lighting – maintenance and new installations	1			Technical Services and Corporate Services	Liaise with COGTA	
Repairs to the taxi rank fence at Albert Street			✓	Technical Services		
Bongoza Settlement				Community Services		
BMX track project	1			Corporate	Liaise with Dept of Sport and recreate	
<b>PROJECT</b>	<b>WARD</b>	<b>CAPITAL</b>	<b>MAINTENANCE</b>	<b>FACILITATION</b>		
Improve and	2			Liaise with		

upgrade sanitation				UMDM		
Address sanitation issues in Siyathuthuk a Low cost housing scheme	2			Liaise with UMDM and DoHS		
Storm water rehabilitation and tarring of main road in Siyathuthuk a	2	✓			2013/2014 1Km	
Construction of access road and bridges on Siyathuthuk a main road	2	✓		Technical Services	To be included on MIG priority List	
Access road from junction to D1	2		✓	Technical Services	Investigate?	
Bridge to be constructed Kwasheti	2	✓		Technical Services	Investigate?	
Construction of pavements along the roads from siyathuthuka to junction.	2	✓		Technical Services	MIG Priority	
Construction of speed humps on Menziwa Road	2	✓		Community Services	Scholar Patrol	
Repair and replace High Mast Globes	2			Liaise with Eskom		
Electricity infills	2			Liaise with Eskom	2012/2013	

# **SECTION G**

# **ANNUAL OPERATIONAL PLAN (SDBIP)**

## **THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN**

The SDBIP provides the vital link between the mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community.

It is the intention of the Richmond Municipality to formulate a well informed SDBIP in order to ensure that appropriate information is circulated internally and externally for purposes of monitoring the execution of the budget, performance of senior management and achievement of the strategic goals of the municipality as set out in the Integrated Development Plan Review 2013/2014. It will ensure that the Administrative Head (Municipal Manager) is able to monitor the performance of senior managers, the Mayor, in turn, to monitor the performance of the municipal manager and more importantly, it will ensure that the community is able to monitor the performance of the municipality. In order to achieve this, the SDBIP should therefore determine the performance agreements between the Mayor and the Municipal Manager and, again in turn, between the Municipal Manager and senior managers (Strategic Managers) formulated and signed at the start of every financial year and approved by the mayor.

### **The Concept of the SDBIP**

Whilst the budget, which is informed by the IDP, sets the yearly service delivery and budget targets (revenue and expenditure per vote), it is imperative that in-year mechanisms are able to measure performance and progress on a continuous basis. Hence, the end-of-year targets must be based on quarterly and monthly targets, and the Municipal Manager must ensure that the budget is built around quarterly and monthly information. Being a start-of-year planning and target tool, the SDBIP gives meaning to both in-year reporting in terms of section 71 (monthly reporting), section 72 (mid-year report) and end of year annual reports.

The SDBIP is essentially the management tool which links each service delivery output to the budget of the municipality and also indicates the responsibilities and outputs for each of the senior managers in the top management team.

Being a management and implementation plan (and not a policy proposal), the SDBIP is not required to be approved by Council – HOWEVER it is required to be tabled before Council and made public for information and for purposes of monitoring.

### **Process of Formulation**

Section 1 of the MFMA defines the SDBIP as:

*“a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality’s delivery of services and the execution of its annual budget and which must include (as part of its top layer) the following:*

- (a) Projections for each month of –
  - (i) Revenue to be collected, by source: and

- (ii) *Operational and capital expenditure, by vote:*
- (b) *Service delivery targets and performance indicators for each quarter”.*

The Municipal Manager is responsible for the preparation of the SDBIP, which must be legally submitted to the mayor for approval once the budget has been approved by the council (around end-May or early-June of any financial year). Once the budget is approved by Council, the Municipal Manager should submit to the Mayor, the SDBIP together with the necessary performance agreements for final approval within 14 days after the approval of the budget.

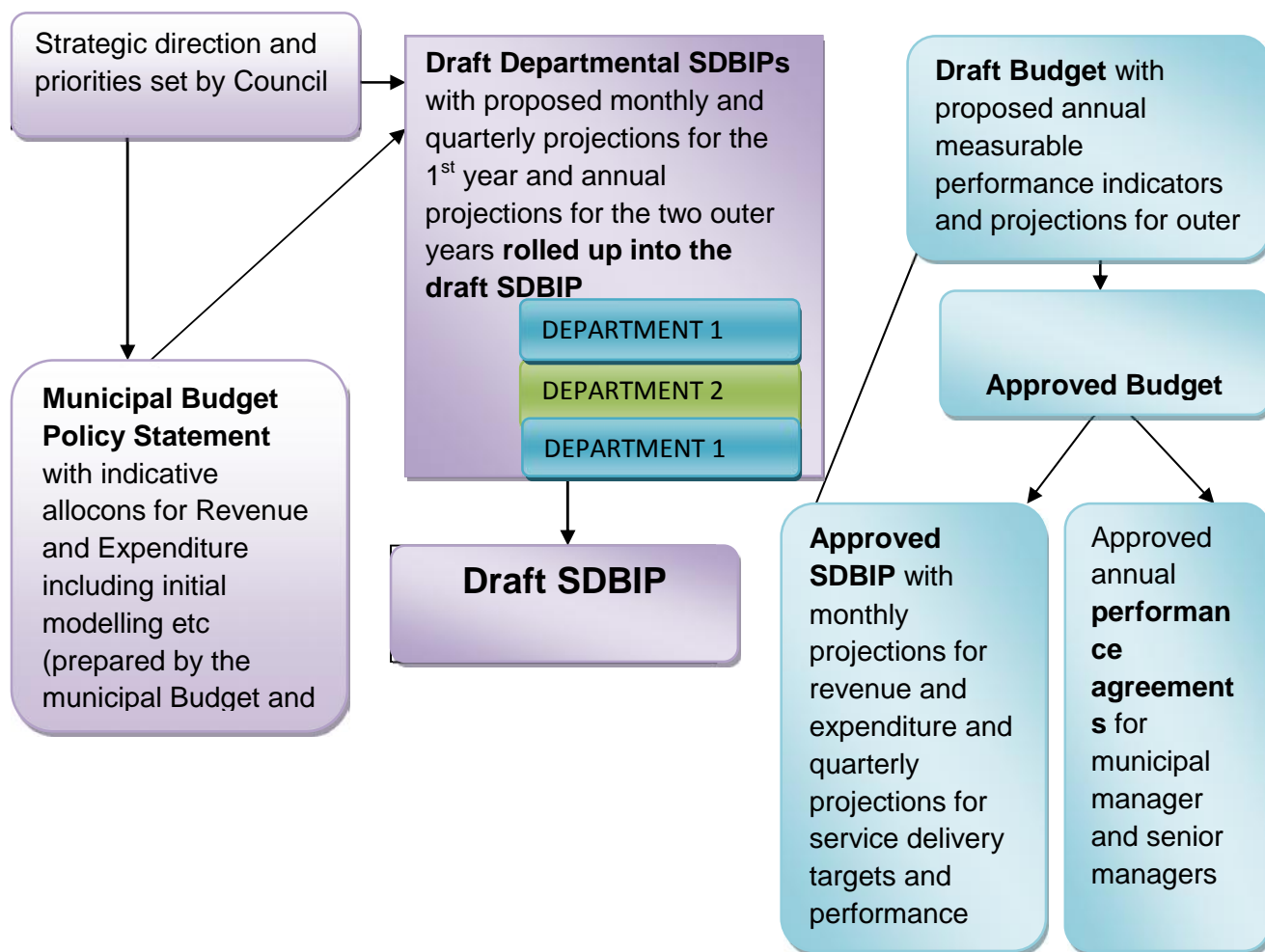
Upon approval of the SDBIP and the performance agreements by the Mayor, it is imperative that the plan and agreements are made public within 14 days, preferably before 01 July of only financial year. It is noted that it is only the top layer (or high-level) details of the SDBIP that is required to be made public.

### **Timing and Methodology for Preparation of Service Delivery and Budget Implementation Plan (SDBIP)**

The Municipal Finance Management Act, Act 56 of 2003, in specific, Section 69(3) (a) of the MFMA requires the Accounting Officer to submit a draft SDBIP to the mayor no later than 14 days after the approval of the budget and draft of the performance agreement as required in terms of Section 57(1) (b) of the Municipal Systems Act. The mayor must subsequently approve the SDBIP no later than 28 days after the approval of the budget in accordance with section 53(1) (c) (ii) of the MFMA.



## Process for preparing and approving the SDBIP



Strategic direction and priorities set by Council

# **SECTION H: ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM**

## **GUIDING PRINCIPLES**

Although the Richmond Municipality has developed a Performance Management System, practice has indicated that the System may not be as user-friendly as was intended. It is now fundamental that the Municipality review the entire System to ensure that it is understood and implementable thus ensuring that the Citizens Participation Charter is well informed. To date no organizational performance review has taken place although it is the intention to ensure that the performance of the organisation as well as applicable Managers is undertaken prior to the end of the 2008/2009 financial year. It is therefore imperative that Performance Audit Committee is established in order to measure performance to date in terms of the 2008/2009 SDBIP formulated. The review of performance will enable the Municipality to identify areas requiring attention.

The objectives of the Municipality, as set out in the Constitution of the Republic of South Africa, are recorded as follows:

- To provide democratic and accountable government for local communities
- To ensure the provision of services to communities in a sustainable manner
- To promote social and economic development
- To promote and safe and healthy environmental, and
- To encourage the involvement of communities in matters of local government
- In line with the above, the formulation of the Integrated Development Plan to inform the Budget of the Municipality which is aligned to the PMS and the processes in terms of Mayoral Integrated Development Plan/Budget Izimbizo, participation by Ward Committees and Communities together with the developed Communication Strategy and resultant Citizens Participation Charter is responsive to the above objectives.

In order to address any inherent risks which may be identified, it is imperative that the following receives the necessary attention:

- Refined SDBIP catering for activities and deliverables with associated milestones, SMART indicators with more realistic targets
- Bi-Monthly high-level departmental report indicating departmental and organizational performance in terms of indicators and targets set
- Action, in terms of reports submitted, to be undertaken to ensure that any hint of non-performance can be addressed timeously
- Quarterly appraisals to be undertaken for the Municipal Manager and each Departmental Head
- The Municipality must consider the establishment of a PMS Unit or alternatively Good Government Unit to ensure that the strategic approach (Integrated Development Plan) in terms of delivery through the PMS is achieved (the necessary provisions in terms of finances and human capacity must be made in order to ensure that any audit does not deliver negative results)

- Skills training together with capacity building must be undertaken for officials appointed or seconded to PMS / Good Governance Unit
- Capacity Building for the Mayor in terms of the SDBIP formulated for the Municipal Manager

On a lighter note, the following can be recorded as the Municipality's accomplishments to date:

- 2009/2010 Annual Report formulated and adopted by Council together with the Oversight Report
- Signature of Performance Agreements by Section 57 Employees
- Development of Communication Strategy together with Citizens Participation Charter
- Formulation and implementation of SDBIP

The following key outputs are identified:

- Assess and review current PMS and refine to current realities and expected implementation in terms of targets to be met
- The outcome of the assessment in terms of any gaps identified must be analysed in terms of Integrated Development Plan and PMS requirements
- **Development of the Municipal Scorecard as well as the development of Municipal Indicators** in order to address backlogs in terms of the SMART principles
- Stakeholder input on the draft scorecard
- Finalised scorecards for Council approval as a performance planning and measurement tool

The annual reports have been developed for the last three years. 2008/2009, 2009/2010 and 2010/2012. 2008/2009 financial year was the first year that the Richmond had produced an oversight report. The Richmond Municipality, in terms of the outcome of the audit of the accounts of the Municipality for the 2010/2012 financial year as conducted by the Auditor-General received an UNQUALIFIED with no matters (**CLEAN AUDIT**) audit report. The annual report is attached as **Annexure C**

## **CONCLUSION**

The Richmond Municipality Integrated Development Plan preparation for 2013/2014 and beyond seeks to reiterate the developmental mandate of local government with supporting objectives and strategies aimed at attaining the expectations of the organisations and the community, i.e.:

- Creating an environmental for sustainable economic growth thereby creating job opportunities

- Providing for housing and socio-economic development in line with the current situation and meeting the objectives set nationally, provincially and locally (inclusive of addressing the HIV/AIDS pandemic)
- Mainstreaming of HIV/AIDS, disadvantaged individuals, etc
- Integrating the first and second economies as well as the implementation of programmes and projects in line with the principle of the EPWP
- Taking advantage of the Municipalities positioning in terms of Provincial development corridors, its location in terms of the Dube Trade Port, eThekweni Municipality and the Capital of the Province as well as its location in terms of the N3, R56 and N2

The majority of this Integrated Development Plan focuses on the challenges faced by the Municipality in terms of financial and human capacity and capability, however it is in identifying the challenges and striving to address them that the Municipality will meet its developmental mandate and ensure increased service delivery as a measurable output.

The Municipality is also required to prioritise projects and programmes in line with financial availability, source appropriate external funding to supplement its own finances and to increase delivery and more importantly work towards the alignment of the uMDM Integrated Development Plan with that of the Richmond Municipality – embark on the bottom up approach and not top down approach!

In formulating the Integrated Development Plan Review document greater effort was made to align the budget of the Municipality and also to attempt to seek alignment with policy makers. This document also incorporates the Millennium Development Goals as well as Provincial and National Targets.

# **SECTION I: ANNEXURES**



Annexure A: Service Delivery and Budget Implementation Plan

Annexure B: Detailed Spatial Development Framework

Annexure C: Detailed Disaster Management Plan

Annexure D: Municipal Set of Indicators

Annexure E: Housing Sector Plan

Annexure F: Local Economic Development Plan

Annexure G: Turn around Strategy

# **SECTION K: APPENDICES**

	<b>Appendices</b>	<b>YES/NO</b>
K1	Land Use Management System	YES
K2	Waste Management Plan	Draft
K3	Integrated Transport Plan	Draft
K4	Housing Plan	Yes
K5	Energy Master Plan	No
K6	Local Economic Development Plan/Strategy	Yes
K7	Infrastructure Investment Plan	No
K8	Area Based Plans	No
K9	Organisational PMS	Draft
K10	Integrated Development Plan Process Plan	Yes
K11	Marketing Strategy	Yes
K12	Annual Report	YES
K13	Communication Strategy	YES
K14	Workplace Skills Plan	YES
K15	Employment Equity Plan	YES
K16	HIV/AIDS Strategy and Plan	YES

**Abbreviations used in this document:**

IDP	Integrated Development Plan
UMDM	uMgungundlovu District Municipality
KZN	KwaZulu-Natal (Province)
PMS	Performance Management System
SDBIP	Service Delivery and Budget Implementation Plan
AsgiSA	Accelerated and Shared Growth Initiative
BEE	Black Economic Empowerment
CBPWP	Community Based Public Works Programme
CDW	Community Development Worker
DBSA	Development Bank of South Africa
DEAT	Department of Environment, Agriculture and Tourism
DME	Department of Minerals and Energy
DED	Department of Economic Development
DLGTA	Department of Local Government and Traditional Affairs
EPWP	Extended Public Works Programme
PSEDS	Provincial Spatial Economic Development Strategy
PGDA	Provincial Growth and Development Strategy
MTEF	Medium Term Expenditure Framework
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
IGR	Intergovernmental Relations Framework